

AN OVERVIEW OF YOUTH-RELATED SERVICES IN SOUTH AFRICA

RESEARCHED FOR

The Umsobomvu Youth Fund

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INTRODUCTION

According to the *Youth 2000* survey¹ 52% of economically active South African youth are unemployed. In this survey African youth identified unemployment as the major problem facing young people in South Africa. There are significant differences in the impact that unemployment has on people according to their race, gender, geographic location and education levels. Unemployment is particularly prevalent amongst young women and rural inhabitants. Geographically, the 1997 Youth Situational Analysis report² shows that youth in the Northern Province and the Eastern Cape Province are the worst affected by high rates of unemployment, compared with the rest of South Africa.

The lack of knowledge and awareness of existing employment and funding opportunities amongst youth contributes to both the skills shortage and high rate of unemployment. According to the *Youth 2000* report 73% of young people in South Africa are not aware of any employment or funding opportunities. Only 5% of young people have used related services provided by the government. A staggeringly high 76% of youth do not know about such services provided by the community in general (including NGOs and CBOs), and only 3% have used such services.

Despite the apparent need for such opportunities among youth there are currently no accurate information services regarding opportunities available for young people in the areas of employment and training. In the absence of a clear youth employment and training strategy provision tends to be sporadic and difficult to quantify. Evidence suggests that there are impressive policies and strategies emanating from government. However, there is consensus amongst many observers that these are difficult to implement due to a lack of operational capacity.

The Umsobomvu Youth Fund realises that in addition to highlighting the problems surrounding the knowledge, use and access to these services, it is vital to develop viable strategies to enable South African youth to gain knowledge and acquire access to much-needed opportunities and services. The provision of a centralised directory of such services would be a crucial part of this endeavour. In particular, such a directory would assist Umsobomvu in realising its goal of establishing a contact, information and counselling centre for South African youth, to establish a skills development and transfer centre and also to encourage youth entrepreneurship.

To address this gap in information about opportunities available to young people in entrepreneurship and employment, the Umsobomvu Youth Fund commissioned C A S E, in partnership with Modjadji Research and Communications, to conduct a study on youth-related

¹ Conducted by C A S E in 2000.

² Also conducted by C A S E, in 1997.

services. The objective of this research was to raise awareness of existing youth programmes and services in the country. This information would be compiled into a database, which would provide information to youth in search of these opportunities and which would also highlight possible gaps in provision of such services in the country.

To accomplish this objective, the following three-pronged methodology was proposed:

1. A comprehensive scan of existing youth services

- Consultation of existing databases;
- Information solicitation through mass media;
- Consulting key stakeholders at national, provincial and local levels;

2. An analysis of existing youth related services

- Production of a database of organisations to be imported into MS Access
- An analysis of organisations (using the statistical package SPSS) by variables including type, programmes offered, area of operation, and funding sources.

3. Case Studies

- In-depth study of 10 organisations, with at least one in each province to gather qualitative information about youth programmes.

After a series of discussions with Umsobomvu, it was decided that the media approach would not be cost-effective and therefore it was jointly agreed to drop it altogether. The final methodology that was agreed upon consisted of the following three phases:

⇒ *Phase One*

The first phase of the study began in June 2001. This involved identifying organisations involved in youth empowerment, assessing their spread in terms of location and area of operation, and identifying their focus areas. This information was compiled into a database and the report presented to Umsobomvu in July 2001.

⇒ *Phase Two*

The main objective of phase two was to verify the data collected in phase one. This included verifying the existence of the organisations, their contact details and focus areas, and obtaining further information about their programmes. A verification instrument was designed in consultation with the client, and the verification process began in September 2001. The topline findings for this phase were presented to Umsobomvu in October 2001 for comments.

⇒ *Phase Three*

The third component of this research involved conducting in-depth case studies of 10 organisations contacted in the previous phases. The aim was to use the case studies to gain insights into how youth organisations operate. They also provide a more detailed picture of

the quality of programmes being offered, their efficiency and capacity to deliver these programmes, and some of the challenges facing these organisations in their day to day operations. The studies were conducted by C A S E researchers in November 2001.

The results of these three phases are presented in this report. The first section presents the quantitative analysis of the responses to the questionnaire sent out to organisations in phase one and two. The list of organisations that were contacted can be found in the Appendix of this report, although the actual database of organisations that responded has been provided separately in MS Access format. The second section of this report is an analysis of the 10 in-depth case studies, and this is followed by individual reports on each of the sites visited. The report concludes with a summary of the findings and recommendations for the future.

SURVEY OF YOUTH-RELATED ORGANISATIONS

This survey of training and employment programmes for young people was a scoping exercise aimed at determining the range of youth initiatives operating within the country. The objective was to document basic information on each initiative, and to use this information as the basis for a directory of organisations involved specifically in Youth Training and Employment Provision. This directory would then act as a centralised source of information such as contact details, types of services offered and other information relating to issues of skill acquisition, training and entrepreneurship.

METHODOLOGY

The first phase of this scanning exercise involved identifying organisations offering training to young people. The second phase involved contacting these organisations and verifying existing information, or obtaining more detailed information about their operations.

First phase

Initially, the methodology for this phase consisted of two parts. The first ‘part’ involved consulting existing directories and databases for organisations offering youth-related employment or training programmes. The second part consisted of soliciting information using a multi-media approach. This would have meant placing an advertisement in the newspaper or on the radio, and asking organisations involved in youth training and employment provision to contact the researchers. The latter approach could potentially extend the reach of the survey, but would have been more costly and would have required a great deal of administration once the responses begun to arrive.

However, after further discussions it was decided that the multi-media approach would not be used. Rather, the survey would involve a desktop study that relied on secondary sources such as existing databases and lists on social development initiatives in South Africa. A limitation of this approach is that only those organisations that appear on such lists or in such databases were identified for the survey. This approach does not take into account the new organisations that may have been established after the directory was printed. In addition, the use of databases can also limit the type of organisations that can be identified. Smaller community-based organisations, which may be effective in their area but are not well known beyond that, may be excluded. Organisations that are not easily contactable, or which do not belong to larger networks may also be overlooked.

To counter-act these limitations, attempts were made to consult as wide a range of directories as possible, as well as use of the Internet and a number of telephonic enquiries. The directories and databases that were consulted included:

- Prodder 1999 - 2001
- Derek Smith provided access to the National Clearinghouse on Youth Employment project of the National Youth Commission (this provided names of organisations but no further details of services, making it difficult to pinpoint relevant organisations).
- The Youth Book, 1997 – A Directory of South African Youth Organisations, Service Providers and Resource Material published by PRODDER
- The BRAIN website; the SANGOCO (South African Non-governmental Organisations Coalition) and DBSA (Development Bank of Southern Africa) websites
- Government departments
- The Guide to Government Youth Development Programmes (National Youth Commission, 1999)
- Databases of various Provincial Youth Commissions.

Telephonic enquiries to the major business entities such as banks, manufacturing companies, insurance companies and mining corporations were made to solicit further information. Contact was also made with the main government departments involved in entrepreneurship, job creation and skills development such as the Department of Labour, Department of Trade and Industry, the National and Provincial Youth Commissions, and other parastatals.

The organisations that were identified did not have to focus exclusively on youth. However, the selection process was restricted to organisations that provided at least one of the following services or programmes:

- Youth or Community Service
- Enterprise training
- Enterprise loans and start-up grants
- Skills Development and Employment Training
- Youth advice or counselling
- Life skills and Leadership

During the scanning process, the service providers were classified according to four broad sectors: State-funded Organisations, Private Organisations, Civil society (including Non-Governmental Organisations and Community-Based Organisations) and Academic Institutions.

- State-funded organisations were defined as those that derive funds from the state. This includes government departments and parastatals. These institutions often provide services without charge to their beneficiaries.
- Private organisations on the other hand, include those that provide youth-related services and training for profit. This category also includes organisations that provide such services as part of their corporate social responsibility initiatives.
- The NGOs/CBOs are usually organisations that are not providing their services solely for profit, and who receive funds from both the government and private funders. The

majority of service providers in this category are youth organisations and training agencies.

- The final category of academic institutions consisted of various Technical Colleges, Technikons, Universities and Business Training Colleges. These organisations normally offer formal training and are accredited and in some instances subsidised by the Department of Education.

At the end of the first phase, a total of 275 organisations were identified as offering relevant services or programmes. Any immediately accessible information on both the programmes and the organisations that offered them was collected at this time.

Second Phase

In the second phase of this study, the identified organisations were contacted directly, to verify information that had been collected, or to obtain further information. This enabled us to identify any organisations that had closed down or changed their focus. The second phase was necessary to ensure that the information obtained during the first phase was accurate.

Organisations were contacted telephonically, and were informed of the background to the study. Records were kept of all telephonic contacts. If they were willing to participate and were involved in the required field, a questionnaire was faxed or e-mailed to them, to be returned by a stipulated date. The questionnaire covered the following main areas (a copy of the original questionnaire is included in the Appendix):

- Contact details
- Background information about the organisations
- Nature of programmes offered
- Target audience
- Sources of funding, programme costs
- Impact of the programme
- Options available upon completion

Initially the response rate was slow. By the second week of the verification exercise, only 25% of the contacted organisations had responded. At the close of the first verification process, 109 of the total 275 organisations identified in the first phase had responded to the questionnaire. Although the response rate was low, a 50% response rate is relatively standard for this kind of telephonic survey. The 109 organisations also does not include the number of organisations that were contacted and found to be irrelevant, had changed their focus or no longer existed.

Against this background, the verification process was extended, and additional organisations were contacted. Other sources and databases (such as the Youth Development Network database) were consulted at this stage, and organisations that had applied directly to the Umsobomvu Youth Fund were also contacted. From this process a further 34 responses were

obtained, bringing the total number of organisations that responded to 143. Many more organisations were contacted, but were either no longer relevant for various reasons, or did not supply us with the required information.

These 143 responses were entered into an MS Access database of organisations offering youth training and employment programmes. This was supplemented with a list of organisations that currently operate in this field, but that did not respond to the questionnaire and did not provide further details of their activities.

Difficulties encountered

Slow response rate: The main obstacle that we encountered in this phase of the study was the slow response rate, and the fact that people often forgot to return the questionnaires because of other commitments. This was found particularly with government and academic institutions. Some organisations responded immediately but a considerable number had to be followed up to ensure that the questionnaires were returned. Contacts were often positive in the initial conversation, but would not have the time to fill in the questionnaire, or would misplace it or forget to return it, despite repeated reminders.

Lack of access to other databases: There were also some difficulties with accessing certain databases. For instance, some databases were difficult to explore fully because there was not enough detail about an organisation's activities and the kind of area that they were involved in. In others, the information was not properly structured and required a great deal of time to extract what was needed. Some potentially useful databases were also not freely available to the public.

Self-reporting: Since the organisations were requested to complete the questionnaire themselves, there was no way of independently verifying the information that they gave. It was also difficult to clear up any confusion, and often contacts were not available when we followed them up for clarification of their questionnaires.

ANALYSIS OF ORGANISATIONS

The responses from the 143 organisations that completed the questionnaires were analysed using the statistical package, SPSS. The next section contains the results of this quantitative analysis. It includes a description of the organisations surveyed in terms of demographics, types of courses and sources of funding, and attempts to highlight some of the general trends in the provision of youth-related services.

It is important to remember that this report is based on the self-reporting of organisations, in which they provide information and estimations of their own operations.

Organisational Background

	%
NGOs	52
Private	15
CBOs	14
State-funded	11
Academic	3
Other	5
Total	100%

Table 1: Type of organisation

Of the 143 organisations that responded, the overwhelming majority (52%) were non-governmental organisations (NGOs). The next largest group was private organisations (15%), community-based organisations (14%) and state-funded organisations (11%). Very few academic institutions (3%) responded to the survey. The organisations classified under “Other” include charitable trusts, foundations and those that fell under more than one of the above categories.

In the first phase when initial contacts were made, the private organisations made up 18% of the total number of organisations, and state-funded organisations made up 13%. However, the community-based organisations made up only 8%. This proportion almost doubled (to 14%) in the second verification phase. The reason for this is that at this stage the organisations that had contacted Umsobomvu of their own accord were added to the database. Many of these were community-based organisations that were too small to show up on directories like Prodder that had been used in the first phase of the study. This suggests that the small number of CBOs in the survey may not be because very few exist, but rather because by their very nature they are relatively isolated and focused on their own communities, and as such are not as well networked as NGOs.

	%
1 to 5 staff members	16
6 to 10 staff members	23
11 to 20 staff members	20
21 to 30 staff members	10
31 to 40 staff members	6
41+ staff members	25
Total	100%

Table 2: Organisations by size

Over half (59%) of the organisations have twenty staff members or less. This indicates that the majority of the organisations involved in providing training and other services to young people are relatively small. It is likely that the majority of NGOs amongst the organisations surveyed are fairly small operations, as are many of the community-based organisations.

Only 16% of the organisations had between 21 and 40 staff members. However, a quarter of the organisations surveyed were large companies with more than 41 staff members. These are the large corporations such as Shell that provide specialised training or have community development projects. This group also includes academic institutions and large companies that provide young people with bursaries or loans for training.

	%
Prior to 1980	14
1980 to 1989	13
1990 to 1994	16
1995 to 1999	48
2000 to 2001	9
Total	100

Table 3: Year of Establishment

Most of the organisations (48%) were established between 1995 and 1999. This is a far higher rate of establishment than during any of the other time periods. The fact that the number of organisations providing training and services to young people increased rapidly after 1994 is not surprising, given the fact that this was the period of transition to democracy and many new organisations (especially NGOs) were established to participate in the development sector. The organisations established prior to 1980 tended to be big corporations such as Shell and the South African Sugar Association, as well as state-funded organisations such as the Free State Development Corporation.

Location

	%
Gauteng	32
KwaZulu-Natal	17
Eastern Cape	13
Western Cape	12
Northern Province	11
Free State	6
North West	4
Mpumalanga	3
Northern Cape	3
Total	100%

Table 4: Location of Organisations

Almost a third (32%) of the organisations surveyed are based in Gauteng. The province with the next highest number of surveyed youth organisations is KwaZulu-Natal (17%). The North West province (4%), Mpumalanga (3%) and Northern Cape (3%) have the fewest service providers in the youth sector, but these provinces are also the least populated. However, it is surprising that only 12% of the surveyed organisations are based in a large province such as the Western Cape.

Areas of Operation

The organisations were also asked about the areas in which they operate. This differs from the location since many organisations operate beyond the town or area that they are based in, and many operate in several provinces around the country.

Province	%
Gauteng	37
KwaZulu-Natal	33
Eastern Cape	28
Northern Province	26
Western Cape	24
North West	20
Free State	19
Mpumalanga	16
Northern Cape	16

Table 5: Province of operation

Table 5 shows the areas in which the studied organisations operate. The areas of operation appear to be more evenly spread across provinces than the areas of location. Since the organisations can operate in more than one province, the above percentages do not add up to

100%. Instead they indicate that 37% of the 143 organisations said that they operate in Gauteng (amongst other provinces). 33% of the 143 organisations said that they had at least one programme in KwaZulu-Natal. Therefore, although only 17% of the organisations are located in KZN, many other organisations based elsewhere actually offer services or training in this province.

In a similar way, many more organisations said that they had some kind of operation in the Eastern Cape (28%) and Northern Province (26%) than were actually based there (13% and 11% respectively). Although only 3% of organisations said that they were based in each of Mpumalanga and the Northern Cape, 16% of the surveyed organisations said that they operate in these provinces. These two provinces are both the least likely to have youth organisations based in them, and also have the fewest youth organisations operating there. The Northern Cape is a sparsely populated province and this is to be expected, but this is not the case in Mpumalanga.

	%
Rural and Urban	51
Urban	28
Rural	20
Total	100%

Table 6: Do you operate in rural or urban areas?

Organisations were also asked to indicate whether they operate in urban or rural areas. Just over half (51%) said that their services or projects operated in both rural and urban areas. Twenty-eight per cent (28%) of the organisations operate mainly in urban areas, and a fifth (20%) operate mainly in rural areas.

It is important to note that since this information is based on self-reporting by the organisations studied, it may not be entirely accurate that as many organisations operate in both rural and urban areas. This information may be exaggerated, so that organisations will be in a better position to qualify for benefits made available (such as funding) for service providers involved in rural development.

Sources of funding

The questionnaires also covered funding details for the organisations. Organisations were asked about the sources of their funding. This information provides an indication of the sustainability of current initiatives. The following five categories were used to classify the possible sources of funding for these organisations:

- Self-funding (organisations generate own funds through fees, charging for services);
- State-funded (rely on government funding);
- Privately funded (funded by private sponsors);
- Funded by international organisations; and
- Other sources of funding not mentioned above.

Source of funding	Proportion of total budget
Self-funding	32%
State funded	27%
Private funded	18%
International agencies	18%
Other sources	5%
Total	100%

Table 7: Proportion of overall funding

This table shows the average proportion of funding that each category or source contributes to the overall budgets of the organisations. The majority of the organisations have more than one source of funding. According to table 7, funds that are generated by the organisations themselves by means of fees or services charges make up the largest proportion of the organisations' overall budgets.

On average, the government provides 27% of the total funds acquired by organisations involved in youth related services. Private sponsors (18%) and international agencies (18%) contribute a smaller proportion to the overall budgets. 'Other' sources of funding included trust funds and donations from large corporations, and these contributed only 5%.

As well as looking at how much each source of funding contributes on average to the overall budget of the organisations, it is possible to look at each source of funding individually.

Source of funding	Average
Self-funding	65%
State funded	51%
Private funded	46%
International agencies	35%
Other sources	14%

Table 8: Where does your organisation get funds?

Table 8 shows the percentage of the total number of organisations that obtain funding from each source. For example, 65% of the 143 organisations said that at least part of their funding was generated by their own services or from their own resources. When looking at state-funding, 51% of the 143 organisations stated that they received funding from the government. Fewer organisations (46%) said that they received funding from private funders, and 35% of organisations said that they received funding from international agencies. 14% said that they also receive funding 'other' sources such as charitable trusts, corporations and donations.

Compared to their high level of involvement in youth development initiatives during the years immediately after 1994 (particularly NGOs and CBOS), international agencies appear to have reduced the level of funding which they provide to these organisations.

Programmes Offered

One of the key aims of the study was to identify the types of programmes offered by organisations involved in youth-related services. This information is useful because it enables us to identify gaps in the youth services that are currently being provided and to make informed decisions about the areas that are under-resourced.

The following categories were used to classify the programmes and services offered:

- Youth and community service;
- Enterprise training;
- Enterprise loans and start-up grants;
- Skills development and employment training;
- Youth advice/counselling;
- Life skills and leadership.

	%
Skills development and employment training	72
Enterprise training	58
Life skills and leadership	53
Youth and community service	51
Youth advice and counselling	44
Enterprise loans and start-up grants	18

Table 9: Type of Programmes Offered

The organisations frequently offer a variety of services or training programmes. As with the previous table, table 9 shows the percentage of organisations that offer each of the categories of services or training programmes.

By far the most common programme offered by the organisations (72% of the 143 organisations) involves skills development and employment training. Such training equips young people with skills and prepares them for future employment. It is not surprising that this is a popular programme, since one of the main concerns that young people have after leaving is acquiring skills that will help them either to find employment or start businesses. However, enterprise training courses were not quite as common. This is despite the high unemployment rates in the country, and the commonly held belief that entrepreneurship instead of formal employment is the way forward for most young people. Only 18% of the 143 organisations said that they provided enterprise loans or start up grants. This may be due to a scarcity of funds in the sector or the risky nature of the loaning business.

Duration of Programmes

	%
Less than 3 months	55
3 months	36
6 months	30
12 months	31
> 12 months	31

Table 10: Duration of programmes

Because organisations usually offer more than one programme or service, the duration of courses and services will also differ. More than half of the organisations surveyed (55%) provide short courses of less than three months. Over a third (36%) offer courses that run for three months, and slightly fewer offer courses that run for six months. A fairly substantial number of organisations offer programmes over a period of 12 months (31%) or more (31%). These are likely to be the bursary programmes or the more academic training courses.

Accreditation

	%
Yes (or in progress)	57
No	43
Total	100

Table 11: Are your programmes accredited?

Seventy-seven of the 143 organisations (57%) reported that there are programmes that are already accredited in some way, or are in the process of becoming accredited. Many of the other organisations (like CBOs) simply aim to provide training to the community or are small and local operations that are not looking for accreditation.

Accrediting Institution	%
SETAs	29
Small Business Development Agencies	17
Academic Institutions	16
Government Departments	13
NQF/SAQA	12
International Agencies	4
Other	10
Total	100%

Table 12: Accrediting Institutions

Those that have accredited programmes or are in the process of acquiring accreditation were asked about their accrediting institutions. The SETAs appear to be the most common accrediting body (although in several cases the process of accreditation is still in progress).

The fact that so many organisations are engaging with SETAs indicates that training is an important component of the programmes provided by the organisations surveyed. Many organisations (17%) also run courses that are accredited by small business development agencies, such as Ntsika, Khula and Business Skills South Africa. “Other” accrediting institutions included Siyakhula Trust, Education with Enterprise and Building Industries Federation, amongst others.

Profile of participants

The organisations surveyed were also asked various questions about the participants in their programmes. One of the first questions was about the number of participants involved in their programmes. This ranged widely from 15 beneficiaries per year, to 38 166 beneficiaries per year. The average number of beneficiaries across the 143 organisations was 2 146 per year. It is important to note with this question that many of the respondents were estimating the number of beneficiaries in a year, and there was no way of independently verifying the figures that they gave.

	Average no. of beneficiaries
NGOs	2297
Private	2222
CBOs	1224
State-funded	268
Academic institutions	127

Table 13: Average number of beneficiaries in the past year

When looking at the average number of beneficiaries for each of the different types of organisations, NGO’s appeared to reach the largest number of beneficiaries (according to their own reports). They were closely followed by private organisations. On average, state-funded organisations reported reaching an average of 268 beneficiaries in a year with their programmes, and academic institutions reported an average of 127. However, these figures should be treated with caution, since several of the organisations did not provide total numbers at all. Many said that the number of people they provided training or services to was too large to estimate, or too difficult to keep track of, or fluctuated so much that they could not provide specific figures for the time period.

	%
Below 18 years	34
18-25 years	87
25-35 years	75
Over 35 years	44

Table 14: Age of participants

For the purposes of this study, we grouped the ages into four categories: below 18 years, 18-25 years, 25-35 years and above 35 years. Almost all of the organisations offered programmes to more than one of these age groups.

The vast majority of the 143 organisations (87%) provide courses or services to youth aged 18 to 25 years. This is not surprising given that most of them focus specifically on the youth who have just completed school and are searching for opportunities in entrepreneurship and education. Three quarters of the 143 organisations also provide courses or services to young people aged 25 to 35 years.

In contrast, relatively few organisations (34%) have participants below the age of 18 years. One of the possible reasons for this is that participants only seek such opportunities once they have matriculated, by which time they are over the age of 18 years. In addition, some training institutions require a matric certificate prior to admission to ensure that their candidates have a good educational background before enrolling in their programmes.

A larger proportion of organisations also cater to participants over 35 years, even though such participants are generally not considered “youth”. This is probably because of the large number of organisations in the sample that are providing skills development and employment training, which is generally offered to people of all ages.

	%
Female	54%
Male	46%

Table 15: Distribution of beneficiaries by gender

Organisations were also asked to specify the gender and race groups of their participants. There was a relatively even split between male and female beneficiaries. However, this masks the gender differences in the kinds of training that males and females receive. These differences became apparent in the case studies component, where the researchers noticed that female participants were more likely to take part in sewing courses, while male participants were more involved in training courses such as construction, bricklaying, plumbing, etc. It was not possible to determine whether there were any gender differences in those attending business skills and enterprise courses.

	%
African	83%
Coloured	12%
White	3%
Indian	2%

Table 16: Distribution of beneficiaries by race group

On average, the majority (83%) of the participants in the programmes are African. The next largest group was Coloureds (12%), with very few White (3%) and Indian (2%) beneficiaries.

These figures reflect the structure of the South African population to an extent, since the African population is in the majority compared to other race groups. However, another possible explanation for this finding is that, as a result of Apartheid, African youth are least likely to be able to access tertiary education due to financial and educational constraints. Coloured youth are also historically disadvantaged. As a result, relatively short-term training courses appear to be the only viable options for enterprise and employment training available to many African youth. There may also be expectation that relatively short courses that are less costly and which provide hard skills will allow youth to enter the job market quicker, and will generate much needed income.

Options on Completion of Training

The organisations were asked about the options available for participants on completion of the programmes. These options were grouped into four categories, namely employment, further education, enterprise and unemployment. The organisations were then asked to provide an estimate of the percentage of their participants who access each of these options.

Options	%
Enterprise	37
Employment	35
Further Education	16
Unemployment	12
Total	100%

Table 17: Proportion of participants accessing each option on completion of training

Overall, organisations estimated that 37% of their total beneficiaries (100%) went into some kind of enterprise after completing their programme. Another 35% were reported to have found employment of some kind. Sixteen per cent (16%) went on to further education, and only 12% were reported to remain unemployed. Again, it is important to remember that these figures are based on self-reported estimates and are therefore likely to be unrealistically positive. Also, many organisations do not follow up on beneficiaries, and do not keep accurate records of what beneficiaries do once they have completed their programmes.

Materials

	%
Yes	58
No	42
Total	100%

Table 18: Materials to contribute

When the organisations were initially contacted, they were informed of the background to the study and were told about the Umsobomvu Youth Fund if they did not already know about it. They were then asked in the questionnaire whether they would be willing to contribute any materials to a potential resource centre established by Umsobomvu. Almost 60% of the organisations surveyed were willing to contribute additional written materials and information to Umsobomvu. Many sent brochures and pamphlets when they returned their questionnaires, while others were prepared to provide materials if they were contacted further.

CONCLUSION

In South Africa, the demand for youth empowerment and skills development programmes appears to come mainly from the African youth. This may stem as much from the legacy of Apartheid and a desperate need in many poorer African communities to generate an income, as it does from a genuine desire to receive training in the various skills or programmes that are being offered.

The reason for the heavy demand for training from African youth, and the large supply of NGOs and CBOs in the field of youth enterprise and employment training, may lie in the accessibility of these organisations as opposed to the mainstream institutions of higher education, such as Technikons and Universities. Often, access to these mainstream institutions is relatively difficult because of the emphasis on prior formal education and financial resources, which are obviously not readily available among the historically disadvantaged communities. Therefore, although it may appear that the majority of organisations involved in youth-related services are targeting African youth, a more valid explanation would involve the issues of demand and accessibility. It is also therefore not surprising that this study found that the majority of institutions involved in these programmes are NGOs and CBOs, since they are less likely to focus on profit making, and are more likely to aim to help previously disadvantaged communities.

The study further indicated that, compared to the number of NGOs, there are few CBOs involved in youth-related services. This finding may partly be a result of the methodology used in the study.³ It may also be a result of the fact that CBOs tend to confine themselves to working within their communities, and therefore do not receive as much exposure as NGOs (for example, they are less likely to appear in directories). This is an indication that CBOs are not well networked in the sector and therefore there is a need to encourage such networks for various reasons. Most importantly, such networks could increase the exposure of CBOs to other established organisations within the field. By establishing links with other such organisations, CBOs could learn from the way others have dealt with challenges, and could

³ Due to the fact that names of organisations that were surveyed were sourced from secondary material, fewer CBO's than there actually are may have been recorded because most of them are neither exposed nor listed in the secondary sources.

both receive and provide support. This would increase their chances of survival. Networking with others would also raise awareness about the services offered by the CBOs and could increase the utilisation of their services, thus helping the organisations to sustain themselves.

Programmes and training courses are largely offered on a short-term basis. While this may be seen as ideal by individuals from disadvantaged communities, whose main concern is largely to gain a particular skill and to use it to make a living, short-term courses do not necessarily do much to address the problem of poverty. As the study has indicated, a significant proportion of participants remained unemployed even after the training is completed⁴. This therefore suggests that great care needs to be taken when designing programmes so that they equip participants with skills that are in demand and which will ensure them some degree of economic security.

A final issue that the study raised was that of funding. While it appears that on average the largest proportion of the organisations overall budgets comes from self-generated funds, these findings are influenced by the inclusion of private, profit making organisations and academic institutions that charge fees. Many NGOs and CBOs continue to rely on donor funds, and it is important that such organisations are encouraged to develop creative ways of becoming self-sustaining, to ensure their survival.

⁴ The figures provided in table 17 should be treated with caution because they are mainly based on self-reporting.

CASE STUDIES

After conducting the verification exercise, 10 organisations were selected for further detailed study. These case studies made up the third phase of this research. The main purpose of the case studies was to gather detailed information about the organisations involved in youth empowerment or training programmes. The information gathered through the case studies would particularly cast some light on the opportunities, challenges and areas of concern around the issue of youth empowerment and the provision of training to the South African youth.

METHODOLOGY

We selected at least one organisation per province and attempted to cover the different types and sizes of organisation. It is clearly not possible to draw any general conclusions from a study of this size. We will however use the information to draw attention to the possible trends in this sector.

The case studies were tailored to gather information around the following issues:

- How the organisations function,
- The types of training delivered,
- Challenges faced in the running of the organisations and training programmes,
- The impact and effectiveness of the programmes,
- Communities' response to the initiative,
- Knowledge of the programmes, and
- Participants' attitudes towards the programmes.

Researchers visited each of the ten organisations between the 7th and the 23rd of November 2001. During the visits we conducted interviews with key stakeholders, which included the heads/directors of the organisations, trainers, current and ex-trainees at the centres. In some cases, and where possible, unstructured interviews were conducted with members of the communities around the training institution's area of operation. We also carried out physical observations to complement the information shared by the interviewees.

In addition we collected written material about the organisations. The material we collected includes various annual reports and some of the material used for training. We were however not able to get hold of, or analyse the organisations' financial statements. The information on the finances of the organisations therefore only reflects the information we were given during the interviews.

The following organisations were visited:

- The Letsatsi Fundraising Academy (N. Cape)
- The Regional Training Trust (Mpumalanga)

- The Information Centre at Business Place (Gauteng)
- Kagiso Student Youth Centre (Gauteng)
- Greater Rustenburg Entrepreneurial Support Centre (North West)
- Ndlandlamuka Local Partnership (Northern Province)
- Koinonia Community Centre (Western Cape)
- Siyakha Community Support Centre (Eastern Cape)
- Foundation for Entrepreneurship Development (Free State)
- Ukhanyiso Training Centre (KwaZulu-Natal).

Descriptions of case study organisations:

Letsatsi Fundraising Academy (N. Cape)

The Letsatsi Fundraising Academy is a private organisation that was formed in 1992. It has approximately 6 core staff members and its areas of operation include the small villages in the Northern Cape and farms and villages in Free State. The organisation provides a range of business skills courses and delivers these courses to a range of clients, including private individuals, community organisations, the Department of Labour and parastatal organisations.

The Regional Training Trust (Mpumalanga)

The Regional Training Trust (RTT) is a large training provider that exists largely on the basis of delivering training commissioned by the Department of Labour. It operates in Mpumalanga, Gauteng and the Northern province and has in excess of 41 members on its core staff. The RTT delivers largely practical courses such as bricklaying and plumbing supplemented by a short business skills component.

The Information Centre at 'The Business Place' (Gauteng)

The Information Centre is a private organisation established in 1999. It is based in the Johannesburg CBD and serves the urban communities in and around Johannesburg. The Information Centre forms part of a larger initiative funded by Investec and provides free legal and business advice to current and potential entrepreneurs. In addition they deliver a short business skills course.

Kagiso Student Youth Centre (Gauteng)

The Kagiso Student Youth Centre is an NGO that offers a combination of practical training and business courses. The centre caters for unemployed youth in the Kagiso area.

Greater Rustenburg Entrepreneurial Support Centre (North West)

The ESC is a state-funded organisation based outside Rustenburg in the North West province. The organisation no longer provides any practical training and instead concentrates on providing mentorship and support to existing SMMEs and providing basic business skills training to potential entrepreneurs.

The Ndlandlamuka Local Partnership (Northern Province)

The NLP is an NGO that operates in the rural communities in the Giyani area of the Northern Province. It offers a basic business skills course but no practical training.

Koinonia Community Centre (Western Cape)

Koinonia was established in 1994 and it serves the communities around Paarl in the Eastern Cape. The centre employs between 21 and 30 people and offers a combination of basic skills training (which is outsourced) and a business skills course.

Siyakha Community Support Centre (Eastern Cape)

The Siyakha Community Support Centre is a small-scale non-profit organisation which provide sewing training and a basic business skills course in the rural areas around East London. It has 3 staff members and receives some funding from the Department of Labour.

Foundation for Entrepreneurship Development – FED (Free State)

The Botshabelo branch of the FED is a non-governmental organisation formed in 1996. It has between 11 and 20 core staff members and offers a range of practical skills training courses and a basic business skills course.

Ukhanyiso Training Centre (KwaZulu-Natal)

The Ukhanyiso Training Centre is a non-governmental organisation formed in 1997. It has more than 41 core staff members and it is based in northern KwaZulu-Natal. It provides both practical and business training courses and also offers loans to prospective entrepreneurs.

ANALYSIS OF CASE STUDIES

A recent study by C A S E found that almost 7 out of every 10 black youth were unemployed and that approximately one-fifth of all unemployed youth believed that they would never find formal employment⁵. Given the inability of the formal economy to absorb the increasing numbers of young people entering the job market, considerable emphasis has been placed on self-employment or entrepreneurship as alternative routes to employment. The 10 organisations chosen for the case studies represent a selection of the organisations in South Africa attempting to address the problem of (youth) unemployment either by passing on basic practical skills (sewing, bricklaying, etc), business-related skills (market research, accounting, planning etc) or a combination of the two.

It is important to bear in mind the scale of the problem that the sector is trying to address. In 2001 there were approximately 19 million young people in South Africa, 7.8 million of whom were unemployed. The demographic structure of South Africa's black population means that the absolute numbers of young people increases by approximately 400,000 each year. The inability of the formal economy to absorb this growth is demonstrated by the fact that, between 1995 and 1999, the absolute numbers of the unemployed have increased by 2 million⁶. The implicit assumption under which all of the organisations in our study operate is that very few of their graduates will, in the short run, find any formal employment. In the sections that follow we will discuss the approaches adopted by each of the organisations chosen for the case studies and their relative effectiveness.

We will start by noting some of the general similarities and differences among the organisations before dealing with an analysis of the various target markets, funding structures, outputs, monitoring mechanisms and the general areas of concern.

The organisations targeted for detailed study range from small and relatively poorly funded training providers operating in rural areas (the Siyakha Community Support Centre outside East London and the Ndlandlamuka Local Partnership in Giyani) to large and relatively well-financed organisations operating in or close to large towns (The Information Centre, which is part of the Business Place in Johannesburg, the Regional Training Trust in Witbank and the Koinonia Community Centre in Paarl). Three of the organisations were established in the early 1990's (Letsatsi, Koinonia and the Regional Training Trust) while the remainder were established in the late 1990's. None of the organisations have been operating for less than two years. Finally, all the organisations operate within a fairly restricted geographical area, although some form part of broader national initiatives.

⁵ Youth 2000 Survey, C A S E.

⁶ Haroon Borat, Development Policy Research Unit, UCT.

TARGET AUDIENCE AND TYPES OF SERVICES OFFERED

There are significant differences between the target audience of these organisations and the types of skills or training they offer. These differences have a substantial impact on the methods and approaches adopted by the different organisations. In general, the body of (young) unemployed people can be broadly divided into three groups:

- a. Those with some formal skills or work-related qualifications;
- b. Those with informal skills; and
- c. Those with no skills and a limited amount of formal education.

The organisations under review form two groups – those that take people with practical or formal skills and teach them the basics of setting up and running their own business and those that target the group with no or rudimentary skills and attempt to teach them basic practical and business skills. Neither of these is a particularly easy task, but we should note that the second is significantly more difficult (both in terms of logistics and the choice of skill to deliver) and expensive. Within the first category it is also worth noting the distinction between the organisations that provide support services to existing small businesses or entrepreneurs and those that are delivering business skills training to a more general, and largely unskilled, clientele⁷. We will return to the peculiar difficulties faced by each of these categories or sub-categories when we deal with the detail of the case studies. The table below groups the organisations into these basic categories.

Basic Business Skills
Kagiso Student Youth Centre
The Ndlandlamuka Local Partnership
Basic Business Skills and Support
Letsatsi Fundraising Academy
The Information Centre at The Business Place
Greater Rustenburg Entrepreneurial Support Centre
Basic Practical and Business Skills
The Regional Training Trust
Koinonia Community Centre
Siyakha Community Support Centre
Ukhanyiso Training Centre
Foundation for Entrepreneurship Development – FED

Table 19: Organisations, by type of training.

The only organisations that focus explicitly on young people are the Kagiso Student Youth Centre and Ndlandlamuka (which caters specifically for young people in high school), and these are also the only organisations that offer a general business skills course.

⁷ This is not a firm distinction since many organisations straddle this category.

LOCATION OF TRAINING

Another important distinction between these organisations is the location of delivery, i.e. whether they deliver their programmes at one fixed location or whether trainers travel out to the communities that request training. Six of the ten organisations train at fixed locations and four – Letsatsi, Ndlandlamuka, Regional Training Trust and Siyakha – deliver their training at remote venues. For two of these organisations – Ndlandlamuka and Letsatsi – this does not present insurmountable logistical difficulties since they deliver business skills training or entrepreneurship programmes. Siyakha, together with RTT, are the only organisations that deliver mobile practical skills training, which requires the transporting of the sewing machines, construction material and other training material to a remote village. This activity represents one of the few practical skills development opportunities available to rural communities.

Some of the organisations we visited were conveniently located – the Information Centre is located in the Johannesburg CBD and the Kagiso Student Youth Centre and FED are situated within the major townships that provide their clientele. However, at least one organisation, the Greater Rustenburg Entrepreneurial Support Centre, is very poorly located. The ESC is 10km from the nearest public transport point, making it almost inaccessible to anyone without access to private transport.

ATTITUDE OF THE YOUTH

A recurring theme among all of the organisations is the difficulty they face in changing the negative perceptions that young people have of self-employment. The available empirical information does not, however, support this argument – in the Youth 2000 survey almost 80% of young people thought that self-employment was a good way to make money. It is likely that youth resistance is based on a lack of realistic and implementable self-employment options.

THE BUSINESS SKILLS COURSE

We have already noted that every organisation visited offers a basic business skills course, and that in some cases these courses form part of a broader skills programme while in others they are the only parts of the programme. However, the content of the courses delivered does not differ significantly across the range of organisations we visited. In general the courses last for between 3 and 6 weeks and cover issues such as market research, drawing up a business plan, financial planning, costing, purchasing and stock control. On the other hand there is no real standardisation of the material being delivered and the courses are generally not accredited – the course delivered by Letsatsi is recognised by the Department of Labour and Business Skills for South Africa, and the course delivered by Ndlandlamuka has been developed by the Education with Enterprise Trust. Some of the courses also appear to have been developed in a rather ad hoc manner, based on the limited amount of training that trainers have themselves received.

There appears to be a need to produce a nationally recognised short course in business skills. Such a course would have to be freely available and could represent a significant time and cost saving for smaller organisations. However, it is not clear whether, in the absence of a practical skill, such a course provides many benefits. We will return to the issue of a general impact assessment later, but it is worth raising the question of what sort of impact we can expect such a course to produce, particularly in the context of limited opportunities.

PRACTICAL SKILLS TRAINING

As noted previously, delivering practical skills training is significantly more difficult than delivering business skills training. This difficulty is demonstrated by two of the organisations in our study: the Greater Rustenburg Entrepreneurial Support Centre (ESC) and the Ukhanyiso Training Centre. The ESC has a warehouse filled with micro-technology manufacturing equipment meant for training but it does not have the capacity to deliver the training course. Instead it concentrates on supporting existing entrepreneurs or conducting business skills courses on a limited scale. Ukhanyiso has also received significant amounts of equipment in donations from funders. Here our researchers found that the location of the wire-making machine (stuck away at the end of a passage) made it highly unlikely that any training on this machine was taking place.

The organisations that deliver practical training offer a range of skills including sewing, bricklaying, plumbing, wire making, baking, upholstering and educare. The important distinction here is between smaller community-based organisations that deliver training courses based largely on the skills and competencies of a few (and often only one) key individuals and larger organisations that, because of access to funds, partnerships or infrastructure, are able to offer a more varied range of training areas. It is not surprising that the two smaller (and rural) organisations (Ukhanyiso and Siyakha) were both started by women and have training in sewing as their core function. In both cases the demand for their training is somewhat artificial – they offer the members of their respective communities perhaps the only plausible route to self-sufficiency. On the other hand organisations such as the Regional Training Trust are able to deliver accredited training programmes such as bricklaying or plumbing on a large scale, largely on behalf of the Department of Labour, while Koinonia has established partnerships with local colleges to facilitate the delivery of a greater variety of courses. The greater influence of the SETAs should ensure the survival of the larger, industry-based training organisations and those organisations partnered with institutional providers.

However, we need to refer to the economic context in which we find ourselves in order to critically assess the status of the training provided. If we accept that formal employment will continue to grow at less than even the rate required to maintain the current absolute level of unemployment then some form of self-employment remains the only feasible option. In such circumstances it is not sufficient to provide training in basic business and practical skills (such

as sewing or bricklaying) without the conceptual framework within which those basic skills can be turned into real, implementable business opportunities. The words of Ms. Dlova, the founder of Siyakha, hint at the difficulties encountered when no such opportunities exist:

You know it frustrates, even for you, when you spend all your time with people, when you train them, and after that they just sit. It's wasted time and money.

Before delivering these courses organisations must be reasonably sure that, given the levels of skills provided, viable employment opportunities exist. Two of the organisations in our study, the RTT and the Foundation for Entrepreneurship Development in Bloemfontein, have tried to address this problem. The RTT mainly provides training on behalf of the Department of Labour and the students sponsored by the DoL are often guaranteed short-term employment in RDP projects. Given the short-term nature of this work this is not an ideal solution, but it does allow the beneficiaries to apply their skills and gain some experience. The ex-students of the FED in Bloemfontein have formed a co-operative, which all graduates of the programme are invited to join. This group will eventually take over the management of the FED centre and, by pooling their resources, they have managed to secure a large clothing-manufacturing contract from the provincial government. This example indicates that there are creative ways to start addressing the problem of providing usable skills, but that this will require planning and possibly the active support of state structures.

FUNDING

The sources of funding for the organisations in our study differ considerably. Only one organisation, Letsatsi, is entirely self-sufficient since they generate their funds through contract research and training⁸. Almost all the remaining organisations are funded either by private donors (The Information Centre at The Business Place, the Ndlandlamuka Local Partnership, the Koinonia Community Centre, the Kagiso Student Youth Centre, the Ukhanyiso Training Centre and the FED) or through training conducted for the DoL (The Regional Training Trust and the Siyakha Community Support Centre). Only one of the organisations, the Greater Rustenburg Entrepreneurial Support Centre, was funded by a provincial government.

The organisations in the study raised two general concerns in respect of the funding that they receive. Firstly, many of the organisations felt that they were unable to operate at the optimum levels, either due to a shortage of equipment or expertise or because they did not receive funding regularly enough, the latter being a concern particularly when the funds originated from the DoL. Secondly, and perhaps more importantly, all the organisations that delivered practical training courses felt that they could not effectively mentor their students due to a lack of funds. The founder of Siyakha sums up the situation by noting that:

⁸ In their first year Siyakha generated their own funds by collecting fees for their training.

To be there for fourteen days doing a full business course is not enough. You still need to provide regular attention for them until you see that they are strong and that they can run.

Notwithstanding the deficiencies already noted in many of the programmes, the lack of an effective mentoring component severely limits the effectiveness of the training received.

The shortage of funding among the smaller organisations working in rural areas (Ukhanyiso, Siyakha and Ndlandlamuka) means that many of their staff members work on a voluntary basis. In the long term this has a negative effect upon staff morale and it also makes the very existence of the organisation a tenuous affair. More generally, however, the shortage of funds often means that organisations are unable to devote sufficient resources to upgrading the skills of their own staff, again impacting on the quality of the training offered.

EVALUATIONS

All the organisations thought that their programmes were having a positive effect on their constituencies. However, only one organisation, Letsatsi, has conducted an independent external evaluation of the effectiveness of their programmes⁹. All too often organisations judge the effectiveness of their programmes on the immediate feedback received from participants (these are almost invariably positive) or the cases of particular individuals who have successfully started their own enterprise. While such success stories cannot be ignored they do not provide enough of a basis upon which to evaluate the overall performance of a programme.

Without receiving an objective assessment of the impact of their programmes organisations are liable to merely continue carrying out the activities for which the funding is available or for which the demand exists.

CONCLUSION: WHERE ARE THE FISH?

The old adage about self-sufficiency reads: You can give a hungry man some food or you can teach him to fish, in which case he will never go hungry again. In an attempt to do the right thing and take the route offered by the latter option in this well-travelled story we are teaching young people business and entrepreneurial skills. We hope that they will go out and catch their fish. Unfortunately, when we pose the question – ‘where are the fish?’ – we are faced with the uncomfortable reality that we haven’t taught all that many people to fish after all. Indeed, what we have is a large group of people who have been shown some pictures of people fishing, who have hopefully learnt some of the basic theories behind fishing, who have been told stories of successful fisherman who were once just like themselves and who have

⁹ This evaluation was conducted by the HSRC. Some other organisations reported that they were audited by their funders, usually the DoL or Ntsika, but our experience has been that these audits are often aimed at assessing how the funds were spent rather than gauging the effectiveness of such spending.

been given a piece of string with no hook or bait and pointed in the direction of the nearest lake or river with the instruction: ‘Catch some fish!’

RECOMMENDATIONS

- Training programmes must, wherever possible, include a practical training component. In many cases organisations that offer only business skills training are able to collaborate with other training institutions in their area, e.g. both Koinonia and the Information Centre have close relationships with other training institutions. The absence of a practical component severely limits the possibilities for implementing the skills acquired.
- The training programme must extend beyond the actual delivery of training. There are two components to this ‘extension’: Firstly, it must be demonstrated that there is a real demand and an implementable business plan for the skill provided. We cannot require that the deliverers of a training programme guarantee that the recipients will be able to establish a viable enterprise, but all too often we find that the implementers of a programme simply do not know whether or enterprises based on the skills they deliver are viable. A positive example, which we have already noted, is the FED in Bloemfontein, where the beneficiaries are able to join an existing co-operative. Another case worth noting is that of Siyakha, where trainees are actively encouraged to pool their resources and work collectively. Secondly, the recipients must be given the training must be given active financial and logistical support in order to have a reasonable opportunity to implement their training. As already mentioned, a short business course, no matter how well structured, will not equip a trainee with the skills required to run their own enterprise or participate in a collective enterprise.
- The training programmes must be evaluated regularly. Although this may at times appear to be an unnecessary expense, the alternative to receiving regular and objective feedback is to continue to perpetuate misallocations of resources. It is important to realise that the objective of these training programmes is not to transfer skills to a particular group of people, the objective is to address the problem of unemployment, particularly amongst young people. Programmes must be judged on how well they perform this task and not simply on their throughput or their ability to use their allocated funds.

INDIVIDUAL CASE STUDIES

The following section provides a detailed report on each of the organisations that were involved in the case studies. Please note that the findings reported here are based entirely on the interviews and observations conducted by C A S E researchers. Due to various logistical considerations, we were only able to conduct ten case studies. These findings therefore should not be considered in any way to be representative of the entire youth sector. A brief summary and recommendations are provided at the end of the report.

FOUNDATION FOR ENTREPRENEURSHIP DEVELOPMENT

INTRODUCTION

In November 1995, Mrs Santjie Steyn accompanied by Mrs Maretha Lombard (representing eight Tshwaranang Women's Clubs in Botshabelo) approached the Foundation for Entrepreneurship Development (FED) in Durban with an appeal to open a centre in Botshabelo. A meeting, attended by more than 300 women, was held in early 1996 in Botshabelo, and a petition was presented to the FED requesting that they open a branch in the area. In June 1996 the FED opened its centre in Block E Botshabelo.

FED offers the following services:

- Youth/Community Service;
- Enterprise Training;
- Skills development and employment training;
- Youth Advice/counselling; and
- Life skills and leadership training.

FED was established with the main aim of making a contribution to the RDP in South Africa as well as to the government's programme for the development of Small, Medium and Micro Enterprises (SMMEs). FED operates six centres in Durban, Johannesburg, Pretoria, East London, Port Elizabeth and Botshabelo. The Botshabelo branch currently employs 9 people (6 trainers, 1 production co-ordinator, office assistant and the director). The centre currently serves 212 people with 122 being women.

Since opening its doors, the Botshabelo Centre has been significantly over-subscribed. In October 1998, with the assistance of the Free State Development Corporation (FDC), the organisation relocated to a 1 000 m² factory in the Botshabelo industrial park. Currently there are six trainers who deliver courses to classes of 20 participants, thus imparting skills to 120 unemployed people in every six month period.

PROGRAMMES

The FED training programmes use 63 industrial machines and 48 domestic machines in their Cottage Industry Development Unit (CIDU). Although they have the capacity to deliver, financial constraints sometimes limit their potential to effectively run these programmes. At present the tuition costs for courses range between R150 and R200 per month. However, this cost is fully subsidised by the Department of Labour. The programmes offered are:

Fashion and Garment design and Curtain making (5 1/2 months)

This programme involves making basic clothing items, curtains, pillowcases and duvets. According to the trainer, Mrs Winnie Sello, most of the participants are from Botshabelo and one is from Mpumalanga. There are presently 12 black women enrolled for this programme who are between the ages of 30 and 54.

Re-upholstering Furniture and Car Seats (4 months)

After completing the course participants are able to re-upholster furniture and car seats according to quality standards and sizes.

Screen-Printing, Industrial and Domestic (4 months)

Participants are trained in screen-printing, single and multiple colours. After the training participants are able to:

- Construct screens;
- Print on different mediums (paper, nylon, plastic and textiles); and
- Reclaim screens (strip, coat and expose screens).

Business Skills, Tourism (6 weeks)

This programme trains participants to start and operate a profitable small business related to the tourism industry. Participants are trained to:

- Draw up business plans (develop business plans, identify market and clients);
- Engage in product costing (relate figures to parts of the product, calculate cost of product and determine profit);
- Carry out record keeping (keep records of customers, transactions and products); and
- Market their business (identify opportunities, relate to stakeholders and advertising their product).

At the completion of this phase, participants will be able to start and operate a profitable small business related to the tourism industry.

Flower Arranging (Basic) (6 weeks)

The participants are trained to produce floral and gift arrangements. At the end of the course the participants will be able to:

- Make various paper flowers;
- Design floral arrangements (silk, paper and fresh flowers, gift arrangements);

- Wire various articles;
- Care for fresh flowers;
- Arrange flowers using various styles and techniques;
- Prepare novel sweet arrangements and corsages; and
- Make corsages and bridal bouquets.

Sewing Mechanist, Industrial (2 months)

This is a follow-up programme for participants who have completed the fashion, garment and curtain-making programme. This programme is also known as the Cottage Industry Development Unit (CIDU). Participants receive extensive training in the use of all the relevant sewing machines to specified standards of quality, quantity and safety. Participants are trained to:

- Adhere to all safety and housekeeping rules;
- Prepare a single needle lockstitch machine for sewing;
- Control a single needle lockstitch machine;
- Make collars on a single needle lockstitch machine;
- Insert zips on a single needle lockstitch machine; and
- Prepare a two needle overlock machine for sewing.

Business Skills, Basic (1 month)

This is the final phase of the FED training programme, during which all participants are trained to start up and successfully operate a business in the informal sector. To be considered for this programme, participants must have successfully completed a skills training programme or have identified a viable business opportunity. At the completion of this programme, participants will be able to:

- Identify personal attributes and skills of an entrepreneur;
- Cost their product service or idea; and
- Draw up business plan.

TARGET MARKET

FED programmes are aimed at unemployed people irrespective of age, race and gender. Seventy percent of the participants are women with 30% being men. In the current year young people represent about one third of the participants which is a significant increase compared to previous years during which almost all participants were older people.

FED programmes are advertised in the local newspapers and the organisation briefly ran its own curio shop at the Loch Logan Waterfront in Bloemfontein. However, this shop had to be closed down due to financial problems.

FUNDING AND ORGANISATIONAL MANAGEMENT

Mrs Santjie Steyn (the director) together with Julia Letele (office assistant) and Emma Baartman (production co-ordinator) are responsible for the day-to-day running of the centre with Mrs Maretha Lombard being responsible for supervision of trainers. The centre requires about R500,000 per annum to effectively run and deliver its programmes. The FED has also taken out a loan to acquire a 1000m² factory in the Botshabelo industrial area. The CEO, Mrs. Lombard commented that:

"At present, we pay R20,000 every month to settle the outstanding balance, which excludes remuneration of staff members and the running costs of the centre. In order to cope with this challenge, we have been going all out to look for sponsorships without any luck".

The centre covers its costs through grants from the Free State Departments of Labour, Welfare and Agriculture, Ntsika, the Lenox Foundation, ABSA, Nedbank and Astron.

MENTORING AND EVALUATION

After graduating, participants have the option of joining the Botshabelo Creations Co-operative, which was formed by 20 people who have completed the various training courses. The Co-op will take over ownership of the workshops and Training Centre and will sign a 5-year Management Agreement with the FED to operate the unit for them. In this way the FED's expertise will be retained while members of the Co-op are trained to operate the project.

The other options are to become self-employed and work from home or to establish businesses in incubators in the small industrial parks in Botshabelo. According to the FED, about 60% of the participants will be able to get jobs or start small business upon completion of the training. There is, however, no independent verification of the effect of the training programme.

The centre has not had any success in establishing links with potential employers in the region and thus far the Department of Labour has been the only route through which to place participants in the formal sector.

After-care, a management information system headed by the production co-ordinator, is in place to follow up on trainees to provide them with services, assistance and additional training. There is, however, no indication of how successfully this system has been implemented.

KNOWLEDGE ABOUT UMSOBOMVU YOUTH FUND

None of the respondents interviewed at the FED knew about the UYF but they thought the fund could make a difference if it provided assistance in the form of financial and human resources to empower the youth in South Africa.

ASSESSMENT

According to the trainers, participation is very satisfactory and participants are actively involved and show commitment. Participants work in groups and are able to encourage each other. While there is no independent verification of the effect of the training programme, there are a number of success stories which have emanated from the FED:

In Bethlehem and surrounding towns the women who completed their training as trainers at the end of 1997 are now in the process of establishing their own training project which has received a R 200,000 sponsorship from the Eskom Community Trust.

The FED has been identified as a Previously Disadvantaged Enterprise (PDE) and has won a contract worth R 654,900 to manufacture 33 700 pieces of clothing and bedding for the inmates of the new privatised Mangaung Maximum Security Prison in Bloemfontein. This contract has created 51 jobs in Botshabelo and has ensured the immediate viability of the centre. The director pointed out that:

"If it was not for the FDC and this contract, the FED was on the brink of closure."

According to the director of FED, Botshabelo has a population of approximately 200 000 and the centre has created more than 3 000 sustainable self-employment opportunities.

CHALLENGES

Architect plans have already been drawn for a FED tourist shop on the main road between Bloemfontein and Thaba 'Nchu at the Botshabelo entrance. The plan is to have all products manufactured in Botshabelo, Thaba 'Nchu and the region on display in one large complex under the management of FED. It is envisaged that this will be a one-stop outlet where tourists can come and buy, and where large orders can be placed by chain stores in the region. According to Mrs Steyn:

"The complex will solve a lot of FED's financial problems and it will alleviate the small manufacturer's marketing problems."

The key challenge facing the FED is securing sufficient financial resources to run their programmes. The other major challenge facing the centre is the introduction of social programmes and training to curb the high rate of unemployed youth in Botshabelo. The Department of Labour in Bloemfontein has already endorsed this idea and they have assured

their full commitment in this regard. To achieve this goal, financial resources and knowledge about more programmes are necessary.

GREATER RUSTENBURG ENTREPRENEURIAL SUPPORT CENTRE

INTRODUCTION

The Greater Rustenburg Entrepreneurial Support Centre (ESC) is a state-funded organisation established in 1998 as a partnership between the North West government, the North West Development Corporation and the Centre for Scientific and Industrial Research. Initially, the focus was on manufacturing SMMEs, incubation and micro-technology. They provided micro-technology courses including technical courses such as carpentry and metalwork, agricultural courses such as chicken farming and vegetable farming and food science courses such as sweets production, atchar production and baking. Business courses were later introduced to provide hands-on skills in business management.

In 1999, the government decided to shift attention from small enterprises to medium and micro enterprises, which meant that organisations like the ESC had to begin to support larger firms. The change of focus was difficult for the organisation. As stated by the business development manager:

That was a problem because after spending time talking to Std 10'S and encouraging them, suddenly you have to talk to small and medium guys. The definition of small and medium is someone making a million rand.....20 employees or more and so forth.

The ESC then began to form linkages between the medium and micro enterprises so that the larger firms could assist the smaller organisations by providing them with the market for their goods and services. Unfortunately, by 1999 about 80% of the medium and large factories had closed down and left the area for various reasons, largely because the incentives introduced by the previous government had been discontinued. The small companies therefore lost this market and had no choice but to explore markets outside their area or close. At the same time, employees of these factories lost their jobs and the level of unemployment increased. The challenge for the ESC since then has been to reverse this trend by vigorously promoting self-employment.

This organisation is situated and operates in Mogwase location which is about 45 kilometres from Rustenburg, in the North West Province. The main socio-economic activities in this region are platinum mining and tourism. Due to economic restructuring and the closure of mines, the level of unemployment in the area has been on a steady increase in the last five years. Signs of the lack of employment opportunities are evident – there are scores of young people idling around shopping centres drinking or smoking during the day.

Public transport is a major problem - taxis are very scarce and operate only as far as the shopping centre. The ESC is situated about 10kms from the shopping centre so that students

or any other visitors to the ESC who rely on public transport have to walk all the way to and from the taxi rank.

PROGRAMMES

Currently, this ESC is an accredited local business service centre offering small business training and support to about 160 local SMMEs in the fields of construction, retail, agriculture, tourism, mining, catering, hairdressing and clothing. Its main objectives are to provide hands-on skills in business management and to offer after care and support for new and established businesses. According to the business development manager, the organisation is also supporting about 5 SMMEs run by the disabled and is also trying to integrate youth entrepreneurship into its programmes. The organisation no longer provides micro-technology courses but focuses on business training only. The practical training component has now been outsourced to training institutions such as academic institutions including North West University, Potchefstroom University and NGOs such as Get Ahead.

The ESC arranges for formal business training but courses are run only when there is sufficient demand. The content of this training includes Business Planning, Purchasing, Costing, Stock control, Record Keeping, Product Quality and Tendering.

The organisation reports that it has been successful in transferring much needed business skills and providing qualitative technical skills such as carpentry and metal work through which recipients are able to earn a living and support themselves. In addition a number of young people have been assisted in winning tenders for the supply of goods and services in the area from the government and private enterprises.

TARGET MARKET

As already mentioned the courses are mainly aimed at people who have a business venture and are interested in acquiring business skills. The courses are not directly targeted at youth but the ESC would like to place more emphasis on the youth. However, a number of respondents felt that young people were reluctant to become involved in entrepreneurial activities.

“The youth are not patient. When other opportunities come they go. Those who make it are really the ones who’ve got guts. They can only get there if we continuously talk to them and encourage them.”

The organisation has developed a questionnaire to recruit participants, which enables them to assess the entrepreneurship capabilities of potential participants. The organisation does not insist on formal education requirements. The motivation for this screening process is that previous participants have shown very little commitment to entrepreneurship, which is considered a last resort. The questionnaire is designed to identify people who are passionate and committed enough to persevere and face the challenges that running a business entails.

In addition to the youth's apparent disinterest, business is a relatively new concept in this area due to the fact that tourism and mining have been the mainstay of the economy until very recently. There is a move towards establishing a specific wing to focus on the youth and identify young counsellors to motivate the youth and spend more time supporting them.

To attract people to their programmes, the ESC flights advertisements in Radio *Maphisa*, a local radio station. Some form of marketing is essential because the organisation is situated in a rural area and young people prefer to go to the towns. To counter this the organisation has started advertising through the local council offices in order to reach the youth in towns. Schools have also been targeted with presentations to encourage young people to consider self-employment after they complete their studies.

ORGANISATIONAL STRUCTURE

In Mogwase, the ESC has seven members of staff. These include, the director, the business development manager, the business counselors and the administrator. It is worth noting that all the members of staff are youth aged between 20 and 35.

Dan Moloi, the executive director, heads this organisation. He is in charge of Human Resources and overall management of the organisation. Tabela Tsephe, the business development manager is actively involved in the day to day running of the programmes. The other people involved in running the programmes are the business counsellors / trainers. These give business support and knowledge to businesses and also provide training from time to time, when the situation demands it.

FUNDING

To operate effectively the organisation requires between R 1.2 and R 1.3 million per annum. The business manager reported that the costs of delivering support is high due to the large amount of travelling involved in visiting widely dispersed enterprises.

The main source of funding is the government through the Department of Economic Affairs and Tourism. To obtain funding, the organisation has to meet certain requirements annually including meeting pre-planned targets for job creation, business support, number of people trained and also show that they have been actively involved in raising funds independently. In addition, they have to submit quarterly and annual financial reports showing evidence of sound financial management and are also required to adhere to the financial standards set out by the Provincial Financial Management Act. The ESC has tried to raise its own funds by approaching local mines for financial support and investing in money markets. However, this has not been successful.

LINKS WITH OTHER ORGANISATIONS

This organisation works in close collaboration with several organisations most of which are state institutions. These include Ntsika and Khula, which offer business advice and financial support, the Centre for Scientific and Industrial Research (CSIR) which provides technological and research assistance, the National Productivity Institute (NPI) which assists in enhancing business productivity and the South African Bureau of Standards (SABS) which trains people on how to produce quality goods that conform to local and international standards. They also work with NGOs such as the Community Development Centre (CDC) and Get Ahead to whom they sub-contract the training, although the manager noted that they have not fully explored relationships with the NGO sector.

KNOWLEDGE ABOUT THE UMSOBOMVU YOUTH FUND

The director first heard about the Umsobomvu Youth Fund in the local newspapers when they advertised for jobs earlier in the year. In his opinion, this initiative is long overdue and he suggested that the fund focus on youth advisory centres, which will provide a forum for active youth to be role models to other youth. He further indicated that the UYF needs to do thorough research to identify youth with potential and zeal, train them to become leaders in their communities and also engage them through contacts for a particular period of time to ensure commitment.

The respondent cautioned the UYF against giving people empty promises as other organisations have done in the past. He felt that the fund should identify a few successful projects in each of the focus areas and use them to establish networks and linkages with other organisations. He also felt that the idea of establishing youth advisory centres with mentors to provide support would go a long way in encouraging young people:

“They need to have mentors who are encouraged themselves, place them among the young people. All our youth need is faith. Despite everything, they can still make it.”

These sentiments were shared by the other staff members at the ESC who felt that the Umsobomvu initiative is timely and suggested that capacity-building and mentorship should be target areas.

ASSESSMENT

The trainees interviewed all had positive experiences of the training delivered at the ESC. The trainees felt that they were now able to record purchases, manage finances, market products and write business plans.

However, because of a lack of finance none of the trainees we interviewed have been particularly successful. One trainee indicated that his greatest challenge is the lack of capital

to buy equipment. He spoke at length about his futile attempts to get financial assistance from various institutions such including Ntsika and the Village Bank. This is a common scenario, where a small business is unable to develop further due to shortage of much needed funds. This particular respondent indicated that he is able to secure government tenders but has to forfeit the contract when he is unable to buy the raw materials. One of the other trainees noted that she knew of only two or three participants out of a class of 40 who have been successful in establishing businesses.

The local community has not shown much appreciation for the efforts of the ESC. Even though the organisation has conducted workshops in the community to inform them about their programmes local residents still appear to prefer to travel to Rustenburg to look for the same support. According to one community member the lack of access to transport is one of the reasons why people prefer to migrate to the towns. Another issue is that of apathy:

“People lack interest, some of whom would greatly benefit from the organisation’s help. The reason appears to be that people do not want to work hard. When they are told to go and write business plans, they don’t show up again. The same people tell others that the ESC cannot help.”

Ntsika conducts external evaluations of this organisation every year to assess financial management and operations management and also to verify information given in the reports. Thus far all the reports have been very positive and have indicated the organisation’s continued good performance. The ESC also conducts internal evaluations, including staff performance appraisals on which salary increments are based. However, no independent impact assessment is conducted.

Although supervision and mentoring is difficult the organisation is keen to follow up new businesses to monitor their performance. These businesses are currently required to provide monthly progress reports to the organisation and the business counsellors pay regular visits to these enterprises and complete an after-care report. These reports contain information on the current financial status of the organisation, the sales turnover for the past six months, the value of stock, the status of premises, current marketing strategies and assets and so forth. The after care report assists the counsellor to assess to what extent the business has improved since the last visit and also acts as an early warning system of businesses that are on the verge of collapse.

The ESC is working towards increased self sustainability. Towards this end, the organisation hopes to get into business possibly by acquiring shares in the local firms. Local businesses have a social responsibility to give back to the community by providing water, roads and other infrastructure. The ESC would like to get involved to mobilise the local firms to attend to these needs.

In addition, the local mining corporations that have been approached for financial assistance but have not yet responded. Staff members at the ESC argue that that more support from the government and private sector is required, and that this support should not only be monetary but include the awarding of tenders for the supply of goods to small businesses that would otherwise not be able to compete with larger firms at this level.

CHALLENGES

According to the business development manager, one of the major challenges facing this organisation is staff development. The organisation recruits its staff locally as it is difficult to get people from other towns and cities to relocate to the area. However, it is very difficult to find educated and experienced people locally and thus the organisation is currently understaffed – which has repercussions on the type of services provided. For example, after care and mentoring would need at least two or three business counsellors per enterprise which is not possible as the organisation only has four business counsellors serving about 160 SMMEs. Coupled with this is the lack of a clear staff development strategy, as noted by the business manager:

“There is no clear training development programme. If you want results, you need to invest in staff.”

Other challenges facing this organisation include inadequate financial resources to provide adequate mentorship and after care services. The youth as a whole seem to have little or no interest in self-employment, a point that was highlighted in virtually all the interviews. There are various reasons for this state of affairs and it is a challenge to the ESC and other institutions to change these perceptions among young people by training people in business and supporting established businesses.

The micro-technology courses are important and the organisation must seek ways of re-introducing these practical courses. The sight of large quantities of equipment used for training lying unused in the workshop is disturbing, particularly in the context of large numbers of young people who desperately need these skills. With technical skills training young people, particularly those who have dropped out of school, have a chance to contribute to the economy. The ESC is currently seeking a partner to take over the micro-technology training.

The infrastructural problems which hinder direct access to the ESC drastically limits the role the organisation can play.

The lack of funding for new businesses tends to discourage the few who are motivated and committed to enterprise. The ESC can only offer business advice and training but not financial support. At the same time, financial support from government institutions such as

Khula is, for a number of reasons, difficult to access. As a result, starting and running a business for the majority of the people is difficult.

THE INFORMATION CENTRE (SITUATED IN THE BUSINESS PLACE)

This is a private organisation and it was established in 1999. It is based and operates within the Johannesburg CBD and serves all the urban communities around Johannesburg. The programmes offered are Youth/Community Service, Enterprise Training, Enterprise loans / start-up grants, Skills Development & Employment Training and Youth Advice/Counselling.

INTRODUCTION

The Business Place is an entrepreneurship initiative driven by Investec's Social Business Development Division. The Business Place is a unique project that brings together government, small businesses and community-based organisations under one roof. It is housed within nine floors of an Investec-owned building in downtown Johannesburg and is composed of a number of tenants, carefully selected by Investec, that provide a variety of services, ranging from different kinds of training, mentoring, and financing to business opportunities. The centre currently serves approximately 1000 people per month without having launched their advertising and marketing strategy. The Business Place is open to anyone who is willing to become an entrepreneur, although some businesses and community organisations housed in the building have a specific youth focus.

The Business Place was established in 1999 as part of Investec's Corporate Social Initiative. The driving force behind its establishment was to assist people in creating their own employment through entrepreneurship. Investec chose to invest money in providing skills and training to people with initiative and foresight to start their own businesses. Rather than provide the different services on its own, Investec carefully selected a number of community organisations and businesses to provide different services linked to their overall objective.

The Business Place currently houses approximately twelve individual businesses and NGOs and close to 50 employees. Each business or community organisation is responsible for ensuring its own sustainability and operational costs. However, Investec does provide different kinds of support to tenants in the building. For the first three years, tenants are exempt from paying rent; they are only responsible for their operational costs. Moreover, Investec, jointly with the Greater Johannesburg Metropolitan Council, funds the Information Centre housed in the building. The Information Centre provides feedback to tenants, helps to coordinate programmes and build capacity amongst tenants, popularises brochures of services provided by tenants in the building, and enables referrals to these services.

Each business or community organisation within the building has its own marketing strategy that complements the overall marketing strategy of The Business Place as a whole, as well as Investec's marketing strategy. Marketing is mostly done through print media in English, advertisements in newspapers like the Sowetan, and through networks with councillors through Investec. Investec has not yet launched its own marketing strategy as it is presently

awaiting approval. Once the marketing strategy is launched, it is expected that the numbers of visitors to the Business Place will increase substantially.

This case study will focus on the Information Centre located within the Business Place. We chose to focus on the Information Centre as this is the first point of contact for individuals who come to the Business Place and it is the initiative within the building that is directly funded by Investec.

THE BUSINESS PLACE INFORMATION CENTRE

The Business Place Information Centre, housed on the third floor of the Business Place building, is a friendly walk-in resource centre that gives guidance and orientation to anyone who wishes to start, improve or expand a business. The Centre recognises that different people need different types of support and information at different times and that they have different learning styles. For this reason, the Centre offers personalised support services to clients and assists them in choosing the right resources and appropriate service providers.

SERVICES PROVIDED AND PARTNERS

Through its referrals, the Centre works closely with all other tenants in the building. In addition, it works closely with hundreds of businesses as well as many independent consultants and institutions of higher learning such as technikons and universities to complement the services that they offer. It is also in the process of establishing links with government departments such as the Department of Trade and Industry, and government agencies such as Ntiska and Khula.

In addition to providing information and referrals, the Centre provides free legal and business advice, as well as training, as part of its services. As part of their corporate social investment programmes, law firms such as Webber Wentzel Bowens and Werksmans provide legal services and advice to budding entrepreneurs. Similarly, the accounting firm Ernst & Young donates the services of its business advisors on a range of issues relevant to start-up and entrepreneurial businesses. Amongst others, these services include: a basic business advisory service, accounting requirements for setting up a business, review of business plans and tax implications in business.

The Information Centre has a limited training programme as it relies on the different kinds of training and courses offered by the other organisations in the building to complement its services. In 2000, the Information Centre offered a course called Introduction to Basic Business Training. Between February and September, the Centre offered 108 courses and trained a total of 238 people. In the year 2001, this course was discontinued due to its associated costs. However, the contents of the course were re-designed to enable the Centre to offer a 5-day Enterprise Management course that costs R100 per participant. The course was redesigned to address the needs of people with lower education levels. This course is

open to anyone who either wants to start a business or already has one but wants to run it more efficiently.

ENTERPRISE MANAGEMENT TRAINING

Enterprise Management training is one of the courses offered by the Information Centre at the Business Place. The course provides individuals with the basics about running and managing a business. This course is offered once a month and it is open to anyone who has an interest in running a business or who is currently running a particular business. Courses are run with a minimum of 10 participants and a maximum of 20. The course trainer felt that, even though the Information Centre is able to attract sufficient numbers to run the course on a monthly basis, insufficient marketing is carried out to recruit participants.

Participants who attend the course come from different parts of Johannesburg, including Soweto, the Inner City, the East Rand, the West Rand and the North Rand. Even though the courses are open to all races, very few white people attend these courses. The age of participants ranges from 17 to 55 years and approximately 60% of participants tend to be women. Most participants have minimal formal education. The course is conducted with a mixture of English and local languages.

Participants who attend the training are given a course pack that contains exercises and notes on the different subjects covered in the course. According to the trainer, the course pack that is currently being used is sometimes not suitable for some of the participants as it is aimed at individuals with higher levels of education and it is in English.

According to the trainer, participants gain valuable skills on how to set up management systems, produce stock sheets, keep a record of income and expenditure and put together business plans. Since the course is based on the experiences of participants, it gives participants the opportunity to have issues addressed that affect their own businesses. In addition, communities benefit from having businesses that can be sustainable over time. While there is no written evaluation of the training, the trainer does perform an oral evaluation upon its completion.

Participants find out about the training either through advertisements in newspapers like the Sowetan, word of mouth (from someone who previously attended the training or visited the Business Place), and by visiting the Business Place.

MENTORING AND EVALUATION

The Centre is currently in the process of setting up a database that will monitor what happens to participants after they have come for assistance or attended a training session. As the Business Manager of the Information Centre explained this, the Centre wants to know what happens after a person visits the Centre:

For example, a person comes in he or she is referred to get help to do a business plan. Was this done? Did that person manage to procure money and set up a business? Or for instance, we have a 'bank of ideas'. Did that person get an idea? Did that person start a business?

This database, which is in the final stages of being set up, will be able to trace participants that came to the Centre up to three months ago.

Also to provide follow-up to participants, the Information Centre is in the process of instituting a mentoring programme run with the assistance of retired business people. At the time of the interview, this programme was being successfully piloted. Upon completion of the pilot, it is expected that this programme will be implemented on a full-time basis.

In addition to the above measures and programmes, training participants evaluate the Enterprise Management course upon its completion. According to the Investec representative, the majority of participants give the course positive reviews. These positive reviews are also linked to the fact that participants who attend the course have generally had very little exposure to business principles due to lack of learning opportunities or funding to attend courses, and therefore welcome every bit of information that they can receive.

The Information Centre provides certificates of attendance to those who attend their training sessions. However, its aim is not to provide certificates so that participants can add the certificates to their CVs to find a job elsewhere. Instead, their focus is on participants becoming self-employed through setting up their small businesses.

KNOWLEDGE ABOUT THE UMSOBOMVU YOUTH FUND

The respondents interviewed had heard about the Umsobomvu Youth Fund but had a negative perception of what it is attempting to do. One of them associated the UYF with “money that people don’t know what to do with”. Further, some respondents felt that the UYF lacks focus and that very little money has been spent on youth development. According to these respondents, the Fund should focus on the empowerment of youth through entrepreneurship and leadership, as well as through the support of programmes such as the Community Based Public Works Programme, which has a youth focus.

ASSESSMENT

According to the Business Manager of the Information Centre, the advice and counselling provided by the Centre has allowed people to start thinking in a different way.

We don’t just focus on spaza shops [a common association with an SMME] but on pushing for something different. We try to create a sense of realism of what is possible. A lot of our work is about education, about making people more aware of other opportunities.

As the Investec representative added, for a long time, the efforts of the Information Centre will be “work in progress”. Nonetheless the Information Centre and the Business Place as a whole have managed to get themselves established, and more importantly, to be known by people. The representative expects this knowledge to grow once the marketing strategy is put in place. She noted that the activities and services of the Business Place have been well-received by communities and councillors. However, no independent evaluation of the impact of the services provided has been conducted.

According to participants in the Enterprise Management course, through the course, they were able to learn how to run a business or how to run it better, if already established. They indicated that the course has showed them how to put together business plans, do costings, carry out market research, how to register a business and with SARS, how to deal with customers and how to calculate turnover. As one participant expressed this:

It helps, it gives you what you must do to run your business well. You mustn't cheat, but you must do it properly.

Despite the positive comments about the course, participants commented that the main drawback for them is the difference between theory and practice. At a course level, while participants were engaged in practical exercises, they were not given personalised feedback on how they fared. Instead, corrections were carried out jointly for all participants by means of the chalkboard.

As some of the participants commented, it is one thing to learn how businesses should run and a different one to put these teachings into practice. Many participants were eager to put what they had learnt into practice. In their own words,

I got what I came here for. All my problems are solved.

Everything's alright. I will go out and see what I can do.

You have to exercise what you have learnt. Otherwise, it is a waste of time.

I started applying it yesterday.

Others, particularly those who have not yet set up their businesses, felt that they were likely to struggle due to the lack of start-up capital.

*I need start up capital to buy equipment. I need working capital at the beginning. I have now many skills, but I am short of capital.
Laws and financial institutions....banks don't want to help.*

FUTURE PLANS AND CHALLENGES

In the immediate future, the Information Centre plans to focus on doing basic tasks well, such as tracking people who first walked into the Centre, acquiring more resource materials and listening to people's needs to add future programmes.

In order to continue to empower people who have taken up the challenge to set up small businesses, the Information Centre has plans to compile a Small Business Directory, provide accreditation for the courses offered, obtain additional funding, and offer workshops and talks with entrepreneurs. Additionally, the Centre will begin to focus much more closely on youth, ensuring that the Centre becomes user-friendly for youth and focuses directly on youth entrepreneurship.

To avoid dependence on Investec, the Information Centre wants to approach other funders to support its activities, including the Greater Johannesburg Metropolitan Council, as it has a major role to play in Local Economic Development (LED). In addition, the Investec representative mentioned that the Information Centre would like to set up an "incubator" of small businesses so that as they grow "they don't face the bad weather". This incubator programme would allow emerging businesses to obtain the necessary initial support until they have matured enough to make it on their own.

As another way of providing support, the Information Centre wants to start a series of workshops and talks where established entrepreneurs share their experiences, successes and failures and network with emerging entrepreneurs. These established entrepreneurs could serve as motivational speakers or role models to those who are just getting started and to break down the notion that, as stated by the Investec representative, "money doesn't make a business".

In addition to these specific future plans and challenges, the respondents interviewed also pointed to a broader challenge that faces them in this project. One of their main concerns is that the government and the economy are not fully embracing small businesses. According to them, the legal framework is not conducive to their establishment and government initiatives have not been particularly helpful in this regard. For instance, crime and the difficulties experienced by small entrepreneurs, who often have no collateral, in accessing start-up capital act as deterrents to the success of small businesses.

In order to achieve a more streamlined and user friendly avenue to establish small businesses, the Information Centre and Investec would like to see the emergence of a common programme for procurement and for access to finance for small entrepreneurs. In this regard, the Investec representative indicated that the Business Place would benefit from exposure to support networks that have been created elsewhere, even that which could be provided through this research. She added that by knowing about the kinds of services that are being

offered through other organisations it could be easier to link up these business initiatives to complement each other.

CONCLUSION

The Business Place offers an innovative approach to deal with small business development. Rather than focusing on one organisation providing all services required to start these businesses, it brings together different organisations, whether they be private, government-linked, or community-based, to work jointly to provide these services. One of the advantages of this approach is that it facilitates people's access to the different services, as they are physically located in the same building. Moreover, while still new, the Business Place is continually involved in finding new partners and networking, in order to both strengthen and add to the services already provided and thus avoid duplication.

The Business Place offers affordable, as well as reliable, services targeted at low-income community members who have the insight and motivation to start-up businesses or run them more efficiently. It has very positive prospects for growth, not only in terms of partners, but also of participants, particularly once the marketing strategy is adopted in full. It is encouraging that many of the activities offered by the different tenants in the building, including the Information Centre, have a strong youth focus.

The Business Place's integrated approach to address small business development could prove quite beneficial if extended to other initiatives. Rather than focus on supporting specific organisations that are likely to offer similar overlapping services, it might be useful to consider supporting organisations that provide complementary services in a particular area in order to facilitate support for community members as they encounter the different issues that arise as part of developing a small business.

ORGANISATIONS AT THE BUSINESS PLACE

Rutec

Rutec is a private organisation that specialises in micro-economic delivery. It offers micro-manufacturing machines, raw materials and outcomes-based training to unemployed individuals and groups. In addition, Rutec provides research and development consulting services and turn-key project management in the micro enterprise sector.

At the Business Place, Rutec has a show room with some of the different kinds of technologies that can be used for setting up micro-enterprises focused on:

- Battery charging
- Beer brewing
- Bleach & polish making
- Bread baking
- Brick & block making
- Candle making
- Concrete products
- Crop production
- Feed processing
- Fence making
- Fruit juice & ice-lolly production
- Leather tanning
- Maize milling
- Milk processing
- Oil production
- Silkscreen printing
- Steel products (burglar bars, window frames)
- Sweet making
- Timber processing
- Tyre repair
- Vegetable processing.

To accompany the showcasing of some of these technologies, Rutec conducts a series of training courses to introduce people to micro-manufacturing. Most of these courses are accredited with Transnet and registered with the Department of Labour. Graduates receive a Rutec certificate of competency, which is recognised by financial institutions when applying for a loan.

Type of course offered	# trained	Type of course offered	# trained
Counsellor's Course	1	Leather Goods Producer	9
Battery Charger	6	Leather Tanner	10
Beer Producer	1	Milk Processor	2
Bleach & Polish Producer	9	Poultry Producer	15
Bread Baker	39	Shoe Repair	2
Brick & Block Maker	4	Silkscreen Printer	9
Candle Maker	3	Steel Products Producer	1
Chip Producer	1	Tyre Repair	1
Cleaning Services	1	Vegetable Processor	5
Crop Producer	1	Wood Products Producer	1
Fence Maker	1	Enterprise Counsellor	5
Fruit Juice & Ice-Lolly Producer	16	Train the Trainer	4

Table 20: Type of course offered and number of people trained, 2000 (Total trained = 147)

Unlike traditional training systems, which see people start and complete courses frustrated and unemployed, Rutec training is geared towards enabling graduates to start, manage and successfully operate their own new businesses. As a first step, Rutec introduces people to the notion of micro-manufacturing as an alternative to a job. Second, Rutec provides training on micro-manufacturing opportunities. Rutec trainers present the set-up costs, production capacities and typical profit of each business. Students are encouraged to think about which business could work for them, and taught how to conduct market research within their communities. Third, students who do not have their own capital and require finance receive financial guidelines on which accredited micro-lending institutions they may apply to for loans.

Fourth, Rutec provides business specific training courses to enable students to start, operate and manage their own micro-enterprises. Among others, these courses include teaching students how to use specific machinery and equipment, calculating production costs, product pricing and profits, determining start-up capital and daily production capacities, setting sales targets, record-keeping, drawing up business plans, and advising students on loan applications. Fifth, Rutec puts together the equipment and raw materials required by entrepreneurs to start operating in the form of start-up kits. Capital required to start any of the business opportunities offered by Rutec ranges from R800 to R20 000. Graduates who do not need a loan can access their kit at their own cost. Students who graduate and qualify for a loan are helped in accessing funding for these kits.

Type of Business	Sold	Type of Business	Sold
Atchar Production	2	Maize Milling	5
Beer Brewing	1	Marketing	1
Block Making	4	Milk Processing	1
Bread Making	7	Novelty Juices	1
Brick Making	3	Packaging	2
Candle Making	20	Peanut Butter	1
Chip Production	2	Polish Production	2
Concrete Products	3	Poultry Farming	3
Crop Production	2	Scrap Processing	1
Fence Making	3	Silkscreen Printing	3
Ice-Cream Production	1	Training Material	4
Juice Production	3	Tyre Repair	1

Total number of businesses started = 74

Table 21: Type and number of businesses sold by Rutec between September and December 2000

After the training, graduates of Rutec's training system can access their hot-line for further business advice and discuss any problems encountered. In addition to training potential entrepreneurs, Rutec also provides training for individuals to become trainers and counsellors.

Community Education Computer Society (CECS)

CECS was formed in 1985 in the Western Cape with the aim of empowering people who have been historically disadvantaged and of closing the gap between rural and urban information technology (IT) skills levels. It is registered as a Section 21, not for profit, company and receives financial assistance from the Department of Social Welfare. It also receives funding from the Kagiso Trust, TNDT, AECI, Nedcor, and the iThuba Trust. Amongst others, CECS is affiliated with SANGOCO.

CECS offers free typing courses and a variety of low-cost computer courses. These include:

Type of course	Cost
Computers for Beginners (1 full-time week)	R300
Basic Office Computing (1 full-time week)	R250
Information Literacy (Wits University Certificate) (1 full-time week)	R550
International Computer Drivers' License (accredited by Computer Society of South Africa, CSSA) (3 full-time weeks)	1600 (cash)
Internet and Email (1/2 a day)	R200
MS Frontpage 98 (2 full days)	R750
MS Project 98 (2 full days)	R1100
MS Publisher 98 (1 full day)	R450

Table 22: Types and cost of courses offered by CECS

In addition to the above computer services, CECS also offers a number of business services such as photocopying, scanning, typing, binding, laminating, faxing, and email. Technical

services include fixing computers, installing computer equipment, hard disk services, as well as virus removal.

Hypercube Resource Centre

Hypercube is a provider of Business Development Services (BDS). It is a closed corporation that employs five people. It is equipped with thirty computer workstations as well as a library.

An annual flat fee of R1200 allows individuals to make use of the resources, including courses, at the centre. Through its courses, participants use the Hypercube spreadsheet to learn about pricing, tendering, marketing, contracts, registration, cash flow forecasting, bookkeeping and costing. The results of the courses are certified by the Building Industries Federation of South Africa (BIFSA).

Lesedi La Sechaba

This organisation, which is in the process of becoming a Section 21 company, began in the townships of the East and West Rand as women in those areas worked together to educate others about day care. At present, it comprises more than 40 women and their focus has expanded beyond training to start-up businesses. They offer help in day care/educare, dress making, toy making, carpentry, sculpture, baking and cooking, with much attention given to the aged, the young and the disabled and business-to-business networking.

Ndinisa Global Trade

Ndinisa Global Trade is a private organisation that provides information about all government export programmes for small, medium and micro enterprises. It is a members of the National Export Advisory Council, chaired by the Minister of the Department of Trade and Industry. Ndinisa also acts as deputy chair of the National Small Exporter Committee, a programme supported by DTI, SABS, CSIR, NDI, Ntsika and Khula.

Karabo Financial Consultancy (KFC)

Karabo began in 1998 and it is now a division of New Era Financial Agencies cc. It offers personal finance advice in investment and portfolio planning, debt management and credit bureau clearance. In addition, Karabo offers entrepreneurs advice about business plans and registration, medical aid schemes, wills and testaments. Help with tax returns, educational and retirement planning is also available.

Sakhisizwe Trust

This trust was formed after the Job Summit in 1998. Its aim is to alleviate poverty, create job opportunities and forge a role for the Church in tackling developmental challenges. Churches are the main shareholder in the Sakhisizwe Trust and the trust obtains funding from the services it renders to the churches.

The trust trains unemployed people, mostly church members, women's and youth groups, through its Micro MBA course. This course offers training for entrepreneurs in money management, sales and marketing. The Trust has trained people involved in the following businesses.

Type of Business	# of trainees
Traders (e.g. butchers, drycleaners)	249
Producers (e.g. dressmakers, farmers)	139
Service Providers (e.g. creches, taxis)	100
Total trainees	488

Table 23: Type of business and number of people trained, 2000

Sakhisizwe is also an agent for the step-up-fund, which is a scheme designed to financially assist previously disadvantaged groups who wish to be self-employed. Funds are made available from R300 upwards.

South African Graduates Development Association (SAGDA)

SAGDA is an NGO youth initiative that offers training for starting a business, mentoring and counselling. It directs all of its activities to university graduates who are unemployed. SAGDA strives to improve the employability of graduates by enhancing their skills and encourages them to become development agents, engaging them in community development projects. As the only graduate development association in South Africa, SAGDA is involved in lobbying and advocacy, economic literacy and development, community development and human resource training.

At present, SAGDA is participating in a competition sponsored by Investec. Investec is willing to provide seed funding to fund five businesses. To be considered in the competition, graduates have to submit business plans which will be used to select the five winners.

Registered in 1997, SAGDA is affiliated to SANGOCO and the South African Youth Council. In the past, it has received funding from the Ford Foundation, Nedcor, Interfund and the Department of Health.

Kagiso Business Consultants

Kagiso Business Consultants is a private organisation, employing two people, which was established in 1998. Amongst its services, Kagiso offers help with the drafting of business plans and company registrations, feasibility studies for businesses, tax advice, training on how to start one's own business, as well as general business training. This company has assisted more than 60 businesses to achieve sustainability, thus creating jobs throughout communities.

Type of Business	#	Type of Business	#
Grocery Wholesalers	1	Security Services	1
Medical Distribution	1	African Restaurant	1
Exclusive <i>Coca Cola</i> Distribution	1	Engineering	1
Diamond Polishers & Dealers	1	Printing	1
Traditional Healers & Story Tellers	1	Coffin Manufactures	1
Tavern	1	<i>Chicken Licken</i> Franchise	1
Fast Foods	1	Food Catering	1
African Clothing Designing	1	Tents, Chairs, Toilet Hire	1
Exclusive Clothing Store	1	Dairy Store	1
Exclusive <i>Vodago</i> Shop	1	Chicken Intestine Distr.	1
Funeral Undertakers	1	Pub	1
Manufac. Supply of Protective Clothing	1	Soap Manufacturing	1

Table 24: Type and number of businesses assisted with drafting of business plans (N=24)

It also offers a Youth Entrepreneurship Programme and a Business Mentoring Programme. In the year 2000, Kagiso Business Consultants offered a total of 66 training courses on various themes and topics and trained a total of 158 people.

Kagiso Business Consultants are accredited Khula agents, who are mentors and consultants, assisting people to access Khula loans from R50 000 to R1 million.

Best Funeral Society

The Best Funeral Society was launched in 1997 and is funded in part by Hollard Insurance Company (30%), while 70% of its shareholding is in the hands of High Five Investments. This society commits 10% of its profits to community re-investment.

This society is a nationwide, discounted funeral service for groups and individuals, providing cost-effective funeral cover, undertaking and funeral services, transport, livestock and flowers. They operate a 24-hour telephone hotline for claims services in seven languages, and regular servicing by consultants. While not directly related to small business development, the networks provided by Best Funeral Society are very useful to the Business Place.

Junior Achievement South Africa

Junior Achievement Southern Africa was established in 1979 with the aim of preparing young people in school for the world of work. The South African chapter, Junior Achievement SA (JASA) aims to provide enterprise education to the youth, learners and the unemployed and to encourage a spirit of enterprise and the establishment of businesses. JASA is a nationwide, autonomous, non-profit organisation, which collaborates with corporate and government agencies, to offer experiential business and related life skills programmes and business development assistance to young people. Internationally, Junior Achievement (JA), operating in 100 countries, is the largest business education organisation operating in schools.

To attain its aims and objectives, JASA runs three different programmes.

Enterprise Dynamics Programme (EDP)

The EDP is a school-based programme that can be used from Grades 1 through 12. It focuses on learner-centred activities, facilitated by the educator, with the support of JASA staff. Through this programme, youth develop an understanding of the economy and business through the medium of games, simulation, projects, and role-play. The programme is outcomes-based in orientation. The EDP consists of four phases, each of which comes with a set of learning materials, workbooks, posters, game sheets and a teacher-manual provided by JASA. To date, 5000 teachers and over 250 000 learners have undergone this programme in eight of the nine provinces.

Mini Enterprise Programme (MEP)

The MEP is a highly intensive learning experience which involves 30-35 young South Africans. Participants are usually drawn from grades 10-12, but also include some university students. Together, and based on funding from the corporate sector, participants set up, operate and manage an actual micro company over a period of 11 weeks.

Through this exercise, youth are able to acquire the following skills:

- Analysis, interpretation, organisation and presentation of written and graphic information;
- Identification of problems and possible solutions;
- Development of team building, negotiation and conflict resolution;
- Production systems, business plan development, budgeting and managing finances; and
- Communication skills, marketing and selling.

This programme operates through several branch offices and agencies in Johannesburg, Bloemfontein, Cape Town, Durban, Middelburg and Port Elizabeth. Approximately 45 000 learners have attended the programme so far.

Business Establishment & Sustainability Programme (BESP)

This programme provides intensive business skills training, business support services, after-care and facilitates credit access to enable clients to establish their businesses. Commitment to clients ranges from a minimum of six months to one year. This programme has been made possible through the assistance of development agencies and the corporate sector.

JASA has four BESP branches which have been awarded full accreditation by the Department of Trade and Industry through the Ntsika Enterprise Promotion Agency as Local Business Service Centres (LBSCs).

In addition to the above programmes, JASA also publishes a number of learning resources that can be used with learners from different grades.

KAGISO STUDENT YOUTH CENTRE

INTRODUCTION

The Kagiso Student Youth Centre is a non-governmental organisation based in Kagiso, a township situated west of Johannesburg. The centre was established in 1997 as a response to the high levels of unemployment among young people and the lack of career guidance services for youth in school. The centre has been running youth employment programmes for the past five years. Currently the programmes run by the centre include:

- The registration of unemployed youth;
- Training in job hunting;
- Entrepreneurial skills and placement support;
- Life Skills;
- Skills Development and Training; and
- Youth advice and Counselling.

The centre believes that youth within the schooling system have limited exposure to the world of work. This means they do not have an understanding of the diverse opportunities that exist in the labour market and the centre aims to improve the lives of youth by offering courses that promote self-reliance and independence.

PROGRAMMES

The Entrepreneurial course focuses on the following issues: youth development, starting one's own business, developing business plans, analysis of the market and understanding of different types of businesses and the advantages and disadvantages between different types of business

This course is aimed at empowering out of school youth particularly those who have passed matric. Youth without matric are put through an "empowerment programme" where their performance is monitored. Once they have completed the empowerment programme they then qualify to attend entrepreneurship course.

The lack of financial resources severely hampers the delivery of this course. In particular there is only one computer shared by more than ten people. This has serious implications for efficiency, professionalism and effective service delivery.

However, according to the trainer, the course is very successful in terms of meeting its objectives:

When students complete the course they are able to develop their own business plan, develop market strategies and are also able to analyse the market share for their own businesses. They know special requirements for choosing between

a close corporation and limited – advantages and disadvantages of choosing what they choose. They leave the course being well aware of the implications and challenges of starting their own business.

One of the major successes of the project is the establishment of the Kagiso Business College by one of the graduates from the centre. The college is going to offer the youth of Kagiso and other surrounding areas an opportunity to study business skills at reasonable price.

The centre also delivers Life skills and counselling courses aimed at improving general social behaviour.

We interviewed three entrepreneurship graduates who have been able to start their own businesses. One of the graduates is running a funeral parlour called “Hearts of mercy funerals” in Mohlakeng, one has opened up a tourism company and the other one has established a business college which will open in 2002. It is interesting to note that two of the interviewees were female. The common characteristic among these young people is the drive to become self reliant and self-sufficient.

However, all of the respondents cited a lack of finance as the major obstacle experienced by youth intending to pursue their own business:

Funders that are available charge high interest rates I cannot afford the loan repayments. I have tried number of agencies such as Khula. So far I have not received feedback from Khula.

We were not able to interview any unsuccessful graduates and, in the absence of any independent evaluation, it is not possible to gauge the impact of these training programmes.

TARGET MARKET

The centre serves the youth community of Mogale city which includes areas such as Kagiso Extension 1 and 2, Magalis, Lusaka, Rietvlei, Munsieville, Tarlton and Muldersdrift. There are plans to extend services to Mohlakeng in Randfontein. The centre charges a flat rate of R250 for the courses it supplies.

In order to recruit clients the centre has embarked on a series of strategies, including radio adverts and presentations to youth organisations and churches. These strategies appear to be successful because the centre is becoming popular among youth.

ORGANISATIONAL STRUCTURE

The centre currently employs 28 people, 12 of whom are full time and the remainder are employed on a contract basis. The staff members include an executive director, a programme manager, two researchers, five entrepreneurial facilitators, a sponsor and liaison officer, a tourism officer and two administrators. The majority of staff members have completed matric

and a few have post-matric qualifications, e.g. a teaching diploma or a marketing and administration qualification. The centre also has board of governors made up of local business members, members of political organisations and activists.

PARTNERSHIPS/NETWORKS

The centre has formed a partnership with a Vista University aligned NGO called the Centre for Community Development (CCD). The training courses offered by the Kagiso Youth centre are accredited by CCD. The centre has also established partnership with eight schools within the Mogale city Metropolitan area and also collaborates on HIV/AIDS with other organisations in the area such as Love Life.

FUNDING

It appears that the current funding level is not sufficient to sustain the organisation. Currently the organisation requires approximately R30,000 a month to cover overheads and staff salaries. As part of a broader strategic partnership, the centre has a one-year contract with the provincial Department of Social Welfare to deliver poverty alleviation strategies that promote self-reliance among youth. The centre has also embarked on a range of income-generating activities such as gardening services, recycling and secretarial services. These activities also serve as a job-creation and empowerment avenue for young people.

The members of the centre feel that it has the potential to grow but that its major problem is the lack of long term funding. The centre will have to continue to explore other sources of funding in order to maintain and promote the credibility of its programmes.

KNOWLEDGE OF UMSOBOMVU YOUTH FUND

The organisational leadership is aware of the existence of UYF and its operations and attempts have been made to secure funding from the UYF.

KOINONIA COMMUNITY CENTRE

We are a community based training organisation that runs a development centre for the empowerment of specifically our youth, and we also offer youth an opportunity to realise their dreams through our caring commitment to a spirit of fellowship [Quote on the wall of the training room, Koinonia Community Centre].

INTRODUCTION

The Koinonia Community Centre is based in Paarl East (a predominantly coloured area in apartheid times) but many of their students come from the larger Paarl Valley and surrounding farms. Unemployment in the area is high, and the problems of poverty, AIDS, gangsterism and crime found in many previously disadvantaged communities are also present in this community. Koinonia has grown rapidly since 1994 and has become well known in the area. The centre serves a growing number of youth and the broader community with its many projects. The commitment to 'being a vehicle for transformation' was evident, and many people working at the centre spoke of having 'a passion and a dream' to uplift their community. This report will focus on the sections of the organisation dealing with the transfer of business-related skills to young people.

HISTORY

Koinonia means 'fellowship' in Greek, and is an apt name for a community organisation that grew out of a bible study group, begun in 1993 by Harlan Cloete. The group set up a soup kitchen to distribute soup and bread and later decided to set up a community centre that could focus on training, since this would have a more lasting impact on the people in the area.

Initially the centre focused on Christian outreach and established a community radio station (Radio KC was granted a temporary license in 1996) and an internal newspaper (the Old Koinonian). At a strategic planning meeting in 1997 the organisation decided to empower people and increase their 'marketability' through training. As a result a computer training centre was established. In January 1999, the Khanyiso Youth Development Programme was implemented, and the Sasko Sally Baking School was established. Koinonia has continued to grow rapidly and in 1999 the centre won the President's Award.

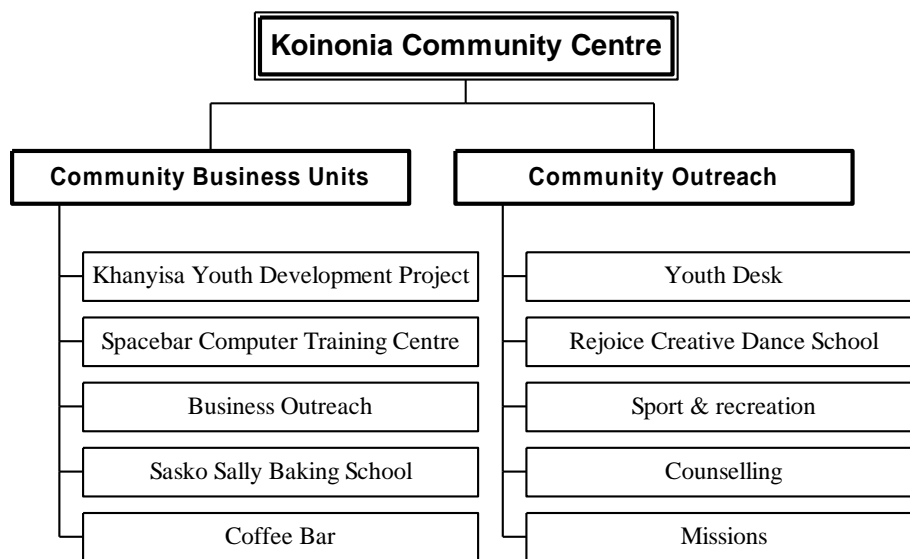
Although the organisation still describes itself as 'Christian based' this does not appear to alienate any other groups or limit the number of people that they can reach within the community. Some staff members are Muslim, and the students come from a range of different religious and cultural backgrounds.

ORGANISATIONAL STRUCTURE

The long term aim of Koinonia is to play a powerful role in community development through the implementation of their programmes and projects,

which will provide the youth and broader community with knowledge, skills, educational advancement and work opportunities. [Koinonia Company Profile]

Welfare and social upliftment have always been a priority for Koinonia. However, as it has grown, it has become important to balance this social responsibility with a business approach that will ensure that the centre becomes competitive and self-sustaining. As a result, Koinonia ‘stands on two legs’ and the various projects are divided into two types – those that fall into the welfare and outreach category and those that can potentially operate as self-sustaining businesses. The community outreach projects are those that provide a service to the community but which are not intended to generate a profit or become independent.



Within the two legs of community outreach and community business units, Koinonia targets both the youth and the general community for upliftment. The project that specifically targets youth is the Khanyisa Youth Development Project (KYDP). However, several of the courses that form modules of this programme are also available as individual courses for community members. For example, while students of KYDP undergo computer training at the Spacebar as one aspect of their course, computer courses for members of the community of all ages are also provided. Business courses similar to modules of KYDP are also available for the broader community.

Staff at Koinonia consists of volunteers, those working on a contract basis and full-time employees. There are currently five core staff members – the CEO, the Khanyisa project manager, the finance manager and two administrative staff members. The main functions of the core staff include project management and strategic planning and do not usually involve providing training directly. Koinonia does not directly employ trainers or facilitators since the training is outsourced to various projects or to external organisations. However, project managers are involved in the workings of Koinonia even though their projects are often independent entities.

There is a strong belief in capacity building at the centre and most of the senior staff members have identified, and are grooming, potential replacements from within the community. It is interesting to note that most staff members plan to dedicate three or four years to Koinonia and then to move on. This ensures that new ideas and approaches keep coming into the organisation and provides other young people in the community with the opportunity to gain experience and become involved at a senior level.

In 2000 the budget for all of the Koinonia projects (including the radio station) was close to R1 million.

KHANYISA YOUTH DEVELOPMENT PROJECT

The Khanyisa Youth Development Project (KYDP) was launched in 1999 and is the flagship project at Koinonia. The name Khanyisa means ‘to bring light’ in Xhosa, and the project aims to motivate and empower unemployed youth by providing them with the skills necessary to enter employment, self-employment or further education. As well as teaching skills, the three-month intensive programme tries to build self esteem and encourage students to believe that they can achieve their dreams.

The project is funded by the Royal Netherlands Embassy and Kagiso Trust. However the students are still expected to pay a fee for attending the programme.

PROGRAMMES

The Khanyisa Project consists of five courses that are outsourced to particular projects or to outside institutions. The courses are:

- Computer training (Spacebar)
- Business Skills (Business Outreach)
- Life skills and personal development (Toastmasters International)
- Communication (Boland College)
- Hard skills option

The programme consists of 9 weeks of theoretical work, and 3 weeks of practical work. At the end of the programme exams are written for each course, and there is an annual graduation ceremony.

Computer training: This course is run by the Spacebar Computer Centre, which is based at Koinonia.

Business Outreach: The three measurable outcomes for the success of KYDP are employment, self-employment and further education. The Koinonia staff view enterprise training as essential. Young people want the security of permanent employment provided by a big company or business and are unlikely to look for other ways to generate income for themselves. The KYDP attempts to tackle this mindset and to provide young people with

alternatives. The Business Outreach programme is a satellite of the nationally based Business Outreach programme. The course focuses on entrepreneurship, business training and business development, and during the course each student must create an imaginary business. The students then develop this business as the course progresses and cover topics such as generating creative business ideas, starting a business, developing business and marketing plans, managing and administering a business, costing, drawing up budgets and meeting targets.

Communication: This course is aimed at teaching students how to conduct themselves well in the work environment and giving them the confidence to do so. It prepares students for the workplace by teaching skills such as writing job applications, answering the telephone, making appointments, developing agendas, setting up meetings and taking minutes. This course is facilitated by Boland College.

Lifeskills: Facilitated by Toastmasters International, this course aims to give students the confidence to speak in public and teaches them to articulate themselves. It involves activities such as impromptu speeches and reading body language.

Hard skills option: This fifth element of KYDP provides students with an opportunity to learn a 'hard skill' such as educare (a course facilitated by Boland College) or baking (facilitated by the Sasko Sally Baking School). The options offered vary, but it is hoped that welding and bricklaying courses (also facilitated by Boland College) will soon be added to the programme.

TARGET GROUP

The target group is unemployed youth between the ages of 18 and 35 years. Participants must have a matriculation certificate. With the help of Radio KC, the community is aware of the centre, and courses are advertised in local papers such as the Paarl Post. However, staff also go door to door to sell the Khanyisa programme to parents and to reach young people who are simply sitting at home and have no plans for their future. This recruitment process appears to be successful as the most recent intake consisted of approximately 40 students (the maximum would be 50 students at one time) and there are usually three intakes per year.

MENTORING AND EVALUATION

To address the problem of unemployment and low start-up rates for new small businesses in the area, Koinonia established a Placement Centre in July 2001. This centre will be involved in following up students and investigating possibilities for employment, enterprise and further education. Two people currently work at the Placement centre. One is involved in researching the most effective methods and structure for a placement centre, and the other has almost completed a database of information on students that have attended Khanyisa courses since 1999. The placement centre is a 'fully matured' version of the informal follow up that had occurred previously, and is linked to an umbrella organisation for employment agencies.

These databases and the records that will be kept about who has been placed where will provide Koinonia with the figures they need to determine how successful both the Khanyisa programme and the placement centre have been. It will allow Khanyisa to determine success rates in terms of employment, self-employment and further education, and by networking with potential employers, should significantly increase these rates.

“For us to really make an impact in our community, we are looking at changing statistics in terms, of unemployment, self-employment etc. So we must be able to prove that, over a period of two or three years, that our statistics was x amount, and it came down by 1% after the course.”[CEO, Koinonia Community Centre]

ASSESSMENT

The feedback received from former Khanyisa students was particularly positive. When asked about the most positive aspect of the programme, a group of five Khanyisa students responded that,

“the people here believe in us and that we can achieve our dreams”.

This motivational aspect of the programme was highly appreciated. The students also liked the way the facilitators took a personal interest in them and kept in contact after the course. All the students had recommended the course to others (one girl had persuaded 3 of her friends to attend the next course) and two of the five students were planning to return to go on and do advanced computer course.

However, despite their enthusiasm, most of the group were still at home after the course. They agreed that they now thought it would be possible to start a business of their own, and appeared to have enjoyed developing their imaginary businesses, but none had any immediate plans for self-employment. They did however have several stories about friends who had successfully started businesses, such as a past student who had started a clothes-making business a few streets away and was in the process of expanding. Koinonia currently provides loans of about R 1,000 to cover start up costs.

Employment opportunities in Paarl are poor and at present Khanyisa has a 42% placement rate. Although entrepreneurship is emphasised in the courses, there are still many other obstacles facing students (start-up costs, competition etc.), and small business start up rates are low. Therefore increasing the success rate in terms of these economic outcomes is recognised as one of the biggest challenges for Khanyisa.

FUTURE CHALLENGES

At present the CEO estimates that the placement centre is operating at 60% of its capacity, as the centre is still developing guidelines and drawing up a business plan. He also emphasised that the future of the KYDP programme depends on the success of the placement centre, because simply training students without ensuring that there are opportunities for them to use

their skills is ineffective. The placement centre is one way in which Koinonia can have a real impact and achieve the aim of uplifting the community. However, further capacity building in the area of placement and follow up is necessary.

OTHER COMMUNITY BUSINESS UNITS

Spacebar Computer Centre

The computer centre began in 1997 with funding from Old Mutual and Datavia. Microsoft South Africa sponsored the software and the centre now has two servers and ten computers, all of which are linked to the internet. The centre serves an estimated 100 students a year, both youth and the broader community.

The courses used at this centre are accredited by ICDL (a European body) and cost between R 2,600 and R 5,000.

The staff at Spacebar also offer training and advice to other organisations as a further source of income. the Spacebar facilities are also hired out for others to run their own brief training courses (e.g. Telkom), or for local individuals or organisations to give presentations. The Spacebar also has a contract with Khanyisa to train their students for a fee.

The eventual vision is to buy and sell computers, offer after sales service mouse training and web design.

Sasko Sally Baking School

The baking school is the result of a partnership between Sasko Sally and the Koinonia Community centre. Sasko provided the equipment and the training material, and assisted with the rent for the first six months. They also provided free flour for the first four months of operation. The school itself opened in July 2000, but baking classes had been available since 1999. Two previous students are now Acting Manager and Assistant and are involved in running a baking business, which uses the school's facilities to make cakes, pastries and other goods to order.

The baking courses are open to all, although students usually consist of 'housewives or young people sitting at home with nothing to do'. The course is a month long, and there have been 3 or 4 intakes in 2001. The course costs R500 per student, but funds provided by a Canadian funder mean that students need only pay R300. Students must also pay for their own ingredients, and they can buy what they have made for ½ price.

COMMUNITY OUTREACH PROJECTS

Youth Desk

The Youth Desk is relatively new and has youngsters that are under 18 and still at school as its main target group. It is aimed mostly at the leadership of youth structures, and tries to 'put systems in place so that everyone is talking the same language'. This usually takes the form of

taking students and youth groups on camps that motivate students and build their self-esteem while being fun at the same time.

Camps are based on the Born to Win programme, a 'youth capacity building camping programme'. Its main components include personal development (leadership, mission, vision, conflict management, communication, planning), recreation and adventure, and spiritual awakening. Participants receive certificates at the end of the camp and are followed up after the camp to see how they are progressing. The Youth Desk forms part of the Outreach arm of the Koinonia Centre, and aims to catch vulnerable youth before they leave school. While the Khanyisa programme is a positive experience for many, it excludes those that do not obtain matric certificates. The goal of the Youth Desk is to secure a property where they can establish a 'Youth Farm' that would be a permanent base for the camps. Another outreach programme is the Sports and Recreation Desk, and a Counselling Desk is in the process of being established.

Rejoice Dance School

Also part of the Outreach arm, the Rejoice Dance School offers classes in Creative Dancing. These classes include learning technical dance steps but also have a creative and spiritual aspect to them as well. Classes are offered school kids, youth and the broader community, and students perform regularly at local community functions.

Radio KC

Although it is now a separate Section 21 company, Radio KC began as a Koinonia project and is still based at the centre. Although not specifically involved in skills development and employment training, Radio KC does provide training to young people who wish to become presenters, producers and sound engineers.

Radio KC received its first temporary licence on Heritage Day in 1996, and has since obtained four other month long licenses to be on air. As of 30th November 2001, the community station has been granted a permanent license. The station aims to focus on local news and events, to uplift the community and to emphasise the positive in its broadcasts. Radio KC has also made the community aware of the work the Koinonia is involved in. In a (successful) effort to generate revenue while off air, the radio team produced radio dramas and other projects for organisations such as Vuleka Productions and the Open Society Foundation. In 2000 this work generated approximately R100,000.

Young people interested in becoming sound engineers, producers and presenters can receive training at Radio KC, which usually lasts for a period of two months. Students are also expected to pay a nominal fee of R50 in an effort to ensure their commitment. Hopeful presenters and producers are trained together, while sound technicians are trained separately. Auditions are run where presenters and producers are divided into 'morning and evening voices'. From there the intensive training begins as students are assigned radio slots and they

begin mock runs for their programmes. The students decide on the programme format and must record promotions, jingles and signature tunes. They also write a practical test, where they must choose one of three topics and write a script for a radio programme around it. They are encouraged to do research and find guests to interview. Students receive a certificate at the end of the training. The radio is generally unable to provide employment for students after the training, although this may be more of a possibility once the radio is on air permanently. An estimated 30 students are trained at Radio KC in a year.

PARTNERSHIPS

As a result of outsourcing much of its training, Koinonia has developed a series of partnerships with organisations both in the Paarl Valley and beyond. However, the CEO has also been proactive in trying to network with other organisations and forums involved in the field of youth development, and trying to link up with experts that can provide Koinonia with guidance and assistance. Some of these partners are as follows:

- Service providers/facilitator organisations – Boland College, Toastmasters International, Business Outreach, Tygerberg College (educare), Sasko Sally .
- Microsoft, ICDL, Old Mutual.
- Resource Action Group, Youth Clubs Association, REACH (international missions organisation).
- University of Stellenbosch (business department for capacity building).
- Opened discussions with the Department of Labour but need accreditation first.
- Services SETA (for assistance in becoming an accredited Skills development facilitator).
- Other neighbouring community centres such as Ekwezi.
- The RDP forum - initially there was some competitiveness, but now they work together and Koinonia acts an expert in the field of youth development in the Paarl Valley.

KNOWLEDGE OF UMSOBOMVU

Koinonia has already had contact with Umsobomvu and has received a visit from some Umsobomvu staff. They felt that their objectives were in line with Umsobomvu's aim to develop young people. They also felt that a partnership with Umsobomvu Youth Fund or organisations like it to provide capacity building would be most helpful. Koinonia would benefit greatly from partnerships with organisations that have expertise in youth development or skills facilitation, or in areas such as sustainability and supporting youth organisations.

CONCLUSION

Despite the obvious enthusiasm and passion of those that work at Koinonia, and the positive feedback of those involved in their programmes, Koinonia still faces some challenges. Outlined below are some of these challenges which Koinonia have been identified and which will be discussed at a strategic planning meeting early in 2002.

Koinonia has grown rapidly since its inception, and the organisation has had little time to evaluate why its projects have succeeded or failed. While the energy and drive to begin new

projects is vital, it is also important to step back and evaluate what is happening and what has gone before.

The organisation is male dominated, and there are no women in senior positions (except for the PR manager at the radio station). Koinonia has recognised the need to employ more women to provide a balance and to empower local women.

Although many of the individual courses delivered by Koinonia are already accredited, the centre as a whole needs to be accredited by the Services SETA as a Skills Development Facilitator. This would allow Koinonia to put a price on their services as well as securing additional funding in the form of fees.

The Koinonia Centre also hopes to develop further links and partnerships with organisations that can provide expertise and advice, and assist in building capacity within the organisation. Areas in which such partnerships would be most useful include youth development, skills facilitation and developing viable business units.

LETSATSI FUNDRAISING ACADEMY

Letsatsi Fundraising Academy is a private organisation formed in 1992. It has between 6 and 10 core staff members and its areas of operation include small villages in the Northern Cape and farms and villages in the Free State. The programmes provided by this organisation include Enterprise Training, Skills Development & Employment Training, Youth Advice/Counselling and Life Skills & Leadership.

INTRODUCTION

Letsatsi Fundraising Academy is a private organisation that was established in 1992 in the Northern Cape town of Kimberley. Upon its inception the core business of the organisation was to assist with fundraising and capacity building for non-governmental organisations, community based organisations and pre-schools in the area of Kimberley and Galeshewe. Mr. Jacob Khonkhobe is the current director and also the founder of the organisation. The organisation started out with only two employees, the director and the administration secretary, and grew to nine people in 1995. However, the organisation has since shrunk because of the costs involved in running a relatively bigger organisation. There are presently five employees (the director, three trainers and the administration secretary) and the focus is on business skills training and NGO capacity building.

Letsatsi was officially launched in 1992 as a fundraising institution that also offered training to pre-school teachers and principals. However, the establishment of the Northern Cape Educare Trust and the Northern Cape Training Agency meant that Letsatsi was effectively displaced as a service provider.

All these let us to shift focus and get involved in market research. With the research we were doing, we aimed to establish what the community needed for development and we discovered that young people running organisations need funds. We therefore took this opportunity and raised funds for them (Director, Mr. Khonkhobe).

The organisation operates from an office block in the Kimberley central business district. The offices are well-furnished and each trainer has access to a laptop computer.

PROGRAMMES

Letsatsi's aims are small businesses development and NGO capacity building and these are accomplished through business skills training offered to individuals and groups, consultancy, counselling on business related matters, market research, feasibility studies, strategic planning and the setting up of advisory workshops and seminars. The organisation also assists people with the drawing up of business plans when funding is sought from banks and other financial institutions.

The organisation is based in Kimberley but runs programmes in a variety of areas that include Warrenton, Springbok, De Aar, Calvinia, Upington and various small towns and localities in the Free State. Trainers go out to specific locations to do training rather than expecting trainees to travel to where the organisation is based. As the director indicated:

Currently our trainers are all out of town. One is in Upington, the other one is in Calvinia, and the third trainer is conducting training in Springbok.

The director stated that this arrangement is done for the convenience of the trainees. The organisation takes into consideration the fact that most of the beneficiaries in the programmes are struggling financially and it is therefore essential to assist them in terms of reducing transport costs.

Letsatsi does not conduct many training sessions in and around Kimberley because a state-funded organisation, the Kimberley Business Support Centre (KBSC), provides most of the training needs in the area. The establishment of this organisation is the main reason for Letsatsi's shift of focus from Kimberley and the surrounding areas to more remote areas such as Upington and Springbok.

The organisation is reluctant to provide details on the number of people trained each year. However, the organisation usually runs a number of training programmes with an average of fifteen participants per group.

We are not really worried about the numbers. It is therefore difficult for me to quantify the number of beneficiaries because numbers do not necessarily present a reliable measure for one's success. We are worried about the impact we make in the communities we serve ... and as it stands now, the impact is quite clear and we are happy with it. All I can tell you is that we have been able to help people to successfully set up and manage their business (Director, Mr. Khonkhobe).

The organisation is registered with Prodder, Brain website, and Sangoco as a way of attracting people and marketing itself. It also has links with other organisations in the country. In addition to these strategies put in place to market the organisation, they sometimes place radio adverts on the local radio stations and newspapers. They also receive invitations to deliver presentations during community meetings and occasionally on radio programmes.

Most of the programmes run by the organisation were effectively introduced in 1998. However, Basic Fundraising Skills and Productivity Awareness courses were introduced in 1999. The introduction of new programmes and courses is normally determined by demand from its target market and basic market research.

The programmes are accredited by the Department of Labour, Business Skills Foundation of South Africa, the International Labour Organisation and the National Productivity Institute and trainees receive certificates upon completion of the course. The organisation is negotiating with the South African Institute of Fundraising to accredit the Basic Fundraising course.

FUNDING

The director estimated that the basic overhead costs of the organisation amounted to approximately R 600,000 a year. This amount would cover organisational running costs, salaries and other overheads. The costs of the various training programmes differ but the director estimated that a 30-day programme usually costs about R 60,000.

As a private organisation, Letsatsi Fundraising Academy is largely self-funding. About 80% of the funds are generated from commissioned training projects for various government departments, private companies and parastatals such as Eskom, Spoornet and Telkom. The remaining 20% is generated from consulting or assisting individuals with business plans, market research and feasibility studies. It appears that training conducted on behalf of the Department of Labour accounts for a substantial proportion of Letsatsi's business.

LINKS WITH OTHER ORGANISATIONS

Letsatsi has created links with other organisations involved in youth development initiatives, including the Northern Cape Educare Training Trust, Khumo Human Resource Solutions, Nicro and KBSC. The relationship with KBSC and Nicro is limited since the two organisations view Letsatsi as a competitor rather than as a collaborator.

A further limitation on networking and collaboration is that there are only three organisations in the province providing business training and entrepreneurship development courses. The director felt that this limits the level of interaction because the other two organisations are state-funded and perceived 'ideological' differences limit the degree of co-operation.

Letsatsi has strong links with financial institutions, particularly ABSA and Standard Bank, and are able to facilitate access to start-up funds via these institutions. During 1998 and 1999 young people trained by Letsatsi have received loans worth R 1,924,650 from various financial institutions including ABSA and Standard Bank.

Letsatsi also has links the Micro Enterprise Alliance, which assists with issues of training and upgrading the skills of the Letsatsi's trainers.

MENTORING AND EVALUATION

The director maintained that the majority of beneficiaries start small business after they complete training and those that remain unemployed only have themselves to blame:

Some of the trainees are just not entrepreneurs, no matter how much training one provides. Such people are kept on our database and we often contact them when we discover job opportunities for them. Employers also do contact us looking for people with certain skills and we forward these to them... Some of these employers are Eskom, Spoornet, Telkom, ABSA, Business Partners and other smaller local companies. Fellow trainees also give jobs to their counterparts that could not start their businesses. This is because we maintain close relationships with our trainees (Director, Mr. Khonkhobe).

The director reported that the organisation has a mentorship programme for its beneficiaries. These programmes serve as a mechanism to monitor the beneficiaries' progress as well as evaluating the impact of the organisation. It is not clear how effectively this programme is run since the director indicated that the organisation has to use its own funds to finance the implementation of the after-care programme. In addition he pointed out that the organisation may have to cut back on its mentorship programmes if additional funding is not found.

Letsatsi Fundraising Academy makes use of external evaluators to evaluate its programmes. The Micro Enterprise Alliance and the Human Science Research Council (HSRC) are among some of the independent organisations that evaluate the organisation and its programmes. The HSRC has been commissioned to conduct the evaluation for 2001. Based upon previous positive evaluations the organisation is able to secure additional business.

Internal evaluations also take place within each course delivered. Trainers usually administer exercises and assignments to the trainees during the course and the researchers observed that the trainees take these exercises seriously and tackle them with vigour. An additional evaluation is conducted after the completion of the training. The organisation's personnel visit the beneficiaries' projects to see how successful the projects are and what sort of assistance is necessary.

KNOWLEDGE OF THE UMSOBOMVU YOUTH FUND

The director has heard that the Umsobomvu Youth Fund that was established to help with the development of youth and youth organisations through either funding or capacity building. He feels that the UYF should focus on youth economic empowerment programmes because this is the skill that the majority of the South African youth lack. In addition, the respondent advised that youth in prison should also be a focus since there is a reservoir of untapped talent in prison.

ASSESSMENT AND CHALLENGES

The beneficiaries who are currently running business have indicated that the skills they acquired through these programmes assisted them with the management of their businesses. In particular the prisoner-training programme appears to have a positive effect – the prisoner interviewed feels that he can make a difference when his prison term is complete.

The interviews with beneficiaries also reveal the importance of after-care. It is clear that funders need to make provision for mentorship and after-care services since these are crucial for the successful implementation of the new skills that have been acquired.

The interviews with beneficiaries of the Letsatsi Fundraising Academy revealed that there is a widespread ignorance about organisations involved in youth economic development. Many of the respondents indicated that they have always been interested in starting small business, but they were not aware of the organisations that provide business skills training or even of the importance of such training.

Letsatsi plans to introduce a boiler-making course and to establish a boiler-making workshop. The director perceives a clear need for skills in this area and there are not many institutions that provide this kind of training, particularly in the Northern Cape.

The organisation also intends to upgrade their current prison programmes. The immediate difficulty is that funders are not keen on this type of programme and it is therefore run very irregularly. The director felt that prisoners find these programmes very useful and are eager to take part in them as part of their rehabilitation programmes. The absence of constant funding therefore makes it difficult to sustain and make improvements on these programmes.

The director also highlighted the need to improve and sustain the after-care services currently provided by the organisation. This forms a crucial component of training that funders appear reluctant to finance and it is through this component that trainers can ensure that the beneficiaries put the skills they acquired to full and appropriate use.

THE NDLANDLAMUKA LOCAL PROJECT

The Ndlandlamuka Local Project is a community-based organisation formed in 1998. It operates mainly in the rural communities around Giyani area. The programmes offered include Enterprise Training, Skills Development and Employment training, Youth Advice/Counselling and Life Skills and Leadership.

INTRODUCTION

The Ndlandlamuka Local Project (NLP) is a youth NGO established in 1998 to provide enterprise skills training. It is based in Giyani, the former capital city of Gazankulu in the Northern Province. The organisation has registered as a Section 21, non-profit organisation and this registration became effective from the 17th November 2001.

The head office of the NLP is about 20 km from Giyani's central business area. The organisation is currently under the leadership of Mr. Daniel Mashimbye, who is also the founder of the organisation. It presently employs nine people – seven trainers, the director, the administration officer and information technology officer.

The organisation runs its programmes in school premises in seven villages, which are between 20 and 50 km from the head office. The areas covered are the Khanyisa Educational centres at Giyani Township, Macema High School, Dzingidzingi, Hlaneki and Mahumani. Most of these are poor rural areas outside the Greater Giyani municipality.

According to the director the main aims and objectives of the organisation are:

- To empower youth community members with business enterprise skills;
- To lower the level of poverty within the underdeveloped communities found in the jurisdiction area of Greater Giyani municipality and surroundings, and
- To address crime and the escalating unemployment crisis that the youth are confronted with in the country.

PROGRAMMES

The main programme offered by the NLP is a Youth Enterprise Society (YES) programme. A Business Now programme is scheduled to start in 2002. These programmes were initiated by the Education With Enterprise Trust (EWET) and are implemented by the NLP. The organisation also intends to establish a computer business centre programme, which will empower the youth in the field of Information Technology by the beginning of 2002.

The main aim of the YES programme is to help youth to discover the meaning of entrepreneurship. The programme is divided into three categories. The first is called the pioneer, the second is the champion and the third is the entrepreneur phase. The outcome of this programme should be participants who are competent in the field of business.

Among the practical skills which participants acquire are:

- Market research;
- Planning the business, its finances and resources;
- Setting goals;
- Selling products;
- Understanding the market economy;
- Understanding entrepreneurship as a career.

Apart from Youth Education Society, Ndlandlamuka also runs HIV/AIDS, human rights and tourism development programmes.

Ndlandlamuka uses trainers who carry out training or advisory duties on a voluntary basis. The trainers are generally either unemployed or employed elsewhere and they all have an interest in youth development. The organisation covers 45 participants per centre and 315 students per year in all seven centres. The programmes are conducted after school hours on the school premises.

The YES Programme accommodates Grade 10 and 11 students ranging from age 16 to 25, with no gender or race discrimination. In 2002 the programme will also be introduced to Grade 12 students. The programme runs from February to September each year. The participants are evaluated at the completion of each module. Participants do not have to pay any fees to attend the YES programme, and all that is required is the active involvement of the trainee.

I'm not paying anything for the YES program. In fact the amount has to come from you, you need to be determined to learn. (Participant, Mr. Vuyani Baloyi).

Ndlandlamuka publicises its programmes on the local radio station (Munghana Lonene) and through local newspapers. They also rely on word of mouth to attract participants.

The main selection criterion for participants is their interest in the contents of the course. In addition prospective participants write a business-related aptitude test that is used to decide who qualifies for the Youth Education Society programme.

FUNDING

The director is responsible for the day-day running of the organisation and he is assisted by the secretary and the Information Technology officer. The technical staff consists of seven members who are responsible for training and advisory duties. To run the programmes effectively, the director indicated that the organisation required approximately R 300,000 per year, excluding staff salaries.

The NLP is currently using furniture borrowed from the Northern Training Trust and they are expected to return the office furniture when they have secured sufficient and sustainable funding.

Ndlandlamuka depends on donors or funders for its survival. However, as an income generating activity, it plans to implement a computer youth programme early next year. Ndlandlamuka only received funding from the National Development Agency and Nafcoc two years ago. The organisation has now received fifteen computers donated by the Nelson Mandela Children's Fund. It also applied for funding to the Umsobomvu Youth Fund.

LINKS WITH OTHER ORGANISATIONS

Ndlandlamuka collaborates with Education With Enterprise Trust (EWET), and carries EWET's ideas to the Greater Giyani municipality and surrounding areas. Ndlandlamuka also has links with several other organisations that tend to have similar aims and objectives. These organisations include Eurisic which is based in Tzaneen, the Youth Commission, Ntsika, Khula, Shell Livewire and Ntshuxeko, which is a local organisation. All of these organisations are involved in entrepreneurship training.

The NLP is only aware of the Umsobomvu Youth Fund as an organisation that funds organisations involved in youth development. There did not appear to be any deeper understanding of the aims and objectives of the UYF.

ASSESSMENT

One of the participants interviewed stated that the YES programme gave him a "motivational attitude", which made him eager to venture into the business world and enabled him to see himself as an employer rather than as an employee.

The researchers were referred to some local success stories. One participant and his schoolmates at Khanyisa have already started an Information Technology Company called Blue IT which offers to repair software and to fix computer problems. This company has been contracted by four local businesses to do work after school hours and on weekends. Another participant established a car wash and a tuckshop within the school premises at Khanyisa Educational Centre to cater to the needs of the students and teachers. Another group of young people has started selling vegetables and perfumes and manufacturing floor polish in the local central business area of Giyani.

The community also appears to be satisfied with the impact that Ndlandlamuka is having in the area. Some respondents have indicated that crime and unemployment have dropped slightly. Ndlandlamuka has a management database of participants that have completed the training programmes. However, there has been no independent assessment of the impact of the NLPs programmes.

The NLP said that they advise the participants after they completed their programme and the staff appear keen to track the successes of their trainees. One of the trainees noted that

*Ndlandlamuka acts as a communication centre for us to do business
(Participant, Mr. Jabulani Matukana)*

CHALLENGES

When Ndlandlamuka was established in 1998 it did not have enough funds to run the Youth Entrepreneur Society programme effectively. The organisation had to close four of its ten centres (those at Kheto Nxumalo, Rithlavile, Chamando and Hola Pondo). The members of the organisation feel that they have not been able to fully accomplish their goals and objectives because of the financial problems the organisation currently faces. These problems include an inability to cover overhead costs, such as administrative salaries, transport costs and office rent. NLP's telephone service was recently cut because the organisation does not have funds to pay for the telephone bill. These sorts of incidents have a negative impact on the organisational image of the NLP. In addition the staff are currently working on a voluntary basis and many of them are seeking alternative employment. Although the organisation has obtained funds from the National Development Agency and Nafcoc in previous years they have not been able to renew this funding.

Ndlandlamuka has not yet accomplished its bigger aims and objectives. To move closer to achieving these, Ndlandlamuka will introduce new programmes such as Business Now and the Youth Education Society Computer Centre at the beginning of next year, to empower the youth in the local community. While the organisation has managed to make a positive impression in the local community with the introduction of the Youth Education Society programme, this programme still needs to be expanded to cover a number of villages around Giyani. Moreover, Ndlandlamuka needs to ensure that this programme becomes sustainable over time to ensure longer-term benefits to the community.

THE REGIONAL TRAINING TRUST

The Regional Training Trust (RTT) is a state-funded organisation that was established in 1993. Its core staff is in excess of 41 members. The organisation operates in Mpumalanga, Gauteng and the Northern Province. It serves both rural and urban communities within these provinces. The programmes offered include Youth/Community Service, Enterprise Training, Skills Development & Employment Training, Youth Advice/Counselling and Life Skills & Leadership.

INTRODUCTION

The *Regional Training Trust* (RTT) was established in 1993 to address the skills shortage in South Africa. The core function of RTT is to provide training, strategically coupled with the placement of trainees in employment activities. The organisation operates in Mlumati, Kumatipoort, Nelspruit, Witbank, Bronkhorstpruit, Siyabuswa and Pietersburg. There are four training centres in Witbank, Kabokweni and Bronkhorspruit. RTT is investigating the feasibility of expanding into areas such as the Northern Cape, the Free State and the Western Cape.

The organisation has 42 permanent employees and 38 contract employees. This makes RTT a comparatively large training organisation. Only 18 of the 42 permanent staff members are employed as trainers, but all of the contract employees have been hired as trainers. This means that RTT's training capacity is based mainly on contract employment.

RTT reports that it has trained 858 trainees between April and November 2001, and a total of 14 594 trainees since its inception.

HISTORY

The *Regional Training Trust* (RTT) was originally part of the Mpumalanga Development Corporation (MDC). The MDC was set up under the Manpower Act and was comprised of the Kwandebele and Kangwane Development Corporations. It reported to the Department of Education, which provided it with funds. The Small Business Units that formed the MDC are now registered as Section 21 organisations.

The Regional Training Trust split from the MDC to specialise in the provision of training and was registered with the Industry Training Board in 1993. Under the new government, the RTT became accredited and recognised by the Department of Labour (DoL) and the Department of Education. It then registered with the Education and Training Development Programmes (ETDP) in line with the training guidelines from the Department of Labour and the Department of Education. The RTT began operating in 1994, one year after its official registration.

PROGRAMMES AND TARGET MARKET

The Regional Training Trust offers six technical courses and the majority of the beneficiaries of RTT training can be classified as youth. The courses on offer are bricklaying, plumbing, carpentry, motor-mechanics, spray-painting and welding. The Industry Training Board has designed and accredited these courses. RTT complements these technical courses with a business-training course that teaches that technical skills can be adapted to self-employment.

We want people to compile business plans and the implementation strategies for them. We train on how to do this, not necessarily doing it for them.

However, the trainers admit that RTT has not helped trainees in applying for business start-up funds.

Training courses are normally conducted in two phases. The first phase of each course runs for 2 months, and the second phase of the courses is more advanced. Trainees must have passed Standard 7/Grade 9 to participate, but trainers from various courses maintained that no race or gender entry criteria were applicable. There are, however, more men than women on most of the courses, e.g. at the time of the interview out of a total of 24 participants in a plumbing course, only 5 were women. Most of the training courses are delivered in the locality of the trainees except in cases where heavy machinery is used and all of the training is conducted in the trainees' language.

The cost of running the training courses is relatively high. For example, the cost of the bricklaying course is R 3,200 per individual, including all the necessary materials and equipment. The welding course is more expensive because the materials cannot be re-used and costs R 6,900 per participant. At the time of the interview, the training courses of the RTT involved 4 trainers and 48 trainees.

Since the RTT trains in a variety of sectors, the training programmes are flexible and can be tailored according to a clients' needs. Within its geographic target area the RTT trains a diverse group of clients, ranging from industry trainees to private students and unemployed people seeking skills. RTT's flexibility means it can upgrade the training to suit the needs of a specific client.

Transnet and Eskom send their people here for training. We are experts in the field.

We have private students who come after hearing about us from the radio, T.V, the newspapers and so on. The unemployed people come to us after we have approached the Department of Labour to train people. Mr Cronje- Training Operations Manager

The RTT has successfully placed trainees within RDP programmes taking place in that area, particularly from the plumbing and bricklaying training courses. RTT is able to place its trainees within RDP projects because it is the policy of the RDP to employ local people in the building projects. It has become relatively easy for RTT to secure an employment net for its trainees since the policy environment is conducive to this. Government is primarily focused on community development through local initiatives, thereby creating a niche market for RTT.

In addition, RTT is involved in capacity building for local government councillors.

We are involved in capacity building. We are involved in training councillors in implementing strategies and policies. We also workshop councillors on how to put into practice the 'customer relationship'. Mr Xaba

ORGANISATIONAL STRUCTURE

RTT has a small management team consisting of a CEO, a Training Operations Manager, a Human Resources Manager, a Finance Manager and an Administration Manager. Trainers run the programmes, although the organisation has middle management for various divisions in training.

LINKS WITH OTHER ORGANISATIONS

The Regional Training Trust is a member of the Association of Training Providers (ATP), which was initiated by organisations involved in the training sector in 1995. The Manager of the RTT also serves as the Chairperson of the ATP.

The RTT also has a training agreement with the Mlumati Technical College under which the RTT provides the practical components of the training courses and Mlumati deals with the theoretical aspect of training.

We have a relationship with the technical colleges. We are more practical than technical colleges. The colleges provide the theory.

At Mlumati Technical College, students were fighting for us to provide the practical part of their courses.

Although there is a high degree of collaboration within the sector, RTT has not considered merging with other similar organisations and institutions, largely due to operational and ideological differences.

FUNDING

The RTT does not require a specific annual operational budget, but it needs about R 6.5 million to cover its overhead costs.

From the beginning of 1994 to the end of 1995, RTT's projects were funded by the Department of Labour. This relationship ensured the financial security of RTT. However, the shift in policy focus within the department of Labour meant that RTT lost the safety of a funding net, and now has to tender for projects.

The RTT still receives most of its funding from the DoL, because it was able to show that it provides proper employment linkages by placing trainees in employment activities. However, the RTT often struggles financially because the DoL funding has become results-based. This means that organisations only receive payment *after* the training has been complete and after the organisation has successfully placed trainees within employment activities. The finalisations of funding payments can sometimes take up to 2 months which means that RTT is confronted with perpetual financial difficulties.

Apart from the DoL, there is very little financial support from other funders. The RTT is more likely to receive training equipment from these funders than financial funds. This means that the training courses are difficult to run at times because of the relatively high costs involved.

Funding therefore remains a problem. You must note that 80% of the trainees are unemployed; therefore, we have to be guided by capacity. Presently we get money when the training is completed. The cash flow is tight.

Although the organisation experiences financial difficulties, management believes it has the necessary capacity to implement its mandate particularly since RTT does not have capacity difficulties with programmes listed by the Industry Training Board. However, since the organisation's training capacity is contract-based, when the demand increases for training, it is sometimes a challenge to find suitable contract trainers at short notice.

KNOWLEDGE ABOUT THE UMSOBOMVU YOUTH FUND

The training operations manager understood the function of the Umsobomvu Youth Fund (UYF) as the upliftment and empowerment of young people. He mentioned that the fund should focus on the development of SMMEs and added that the UYF had to provide financial support to existing organisations in order to improve success rates. According to the RTT training operations manager, these institutions could be more effective in the area of enterprise development if the UYF afforded them with the necessary training.

ASSESSMENT

RTT trainers generally believe that the trainees are happy with the level of training they receive. However, there does not appear to have been any independent evaluation of the effect of the training. The formal recognition of trainees' competency is certificate based. Trainees who do not fulfil the 80% requirement for competency, are given an "attendance" certificate. The trainees we interviewed were satisfied with the training they had received and appear to have found employment through the Reconstruction and Development Programme

(RDP). One of the trainees, who builds houses in Thekwane South and Kanyamazane, felt that his employability illustrated that the training programme had succeeded. However, other trainees complained that RTT gave very little support after the training was complete:

There is nothing that RTT does after the training is done and the specific training is completed. Therefore, we need to get external help. We are presently clueless about anybody who can help.

The RTT functions in a complex and transforming environment. Organisations and institutions which provide training, like RTT, must adhere to the policy guidelines stipulated by legislation such as the Skills Development Act. The regulated sphere in which the RTT functions entails that it fulfils specified criteria. The commitment to placing trainees in employment activities is necessary to ensure that RTT will continue to access funds from government departments. As already mentioned, RDP developers are required by law to employ local people. This means that the network already exists for RTT to place its trainees. RTT believes that the training provided has a ripple effect – the trainees are not the only beneficiaries since community also benefits in that they are able to access more affordable labour.

However, the arrangement with the RDP also has its disadvantages. It focuses the development of skills on acquiring employment, without inculcating a sense of self-employment. As one trainer mentioned, the mentorship programme and the Small, Micro and Medium Enterprises (SMME) programme is not properly developed, and trainees are still ‘bogged down’ by the need to get a job. However, trainees do mention that they want to start-up their own projects, but do not have the necessary information to do this. Others mention that when they do work on projects outside of the RDP and RTT spheres, they do not have guidance and mentorship. Trainees mention that they do not have any information about organisations or institutions that could assist in a business start-up. This indicates that a commitment to SMME development should also be a funding requisite.

Clearly, there is a need to ensure that organisations like the RTT work in an integrated environment. The links that it has forged with the RDP, government departments and academic institutions show that an integrated approach is pivotal. Thus, links with institutions such as Ntsika and or Khula would assist in establishing sustainable employment opportunities through SMME development.

CHALLENGES

Funding availability remains a key challenge for the RTT, especially since it is a self-funding organisation. Lack of funds impacts on the ability of the RTT to meet the demand for its courses, make them more effective and to follow up on the progress of the trainees.

The RTT struggles to comply with the DoL regulation that specifies a 1:12 trainer-trainee ratio. The trainers believe that the demand for the courses is high and that RTT cannot meet that demand because of these specifications.

The demand is quite is high. There have been more people requesting that we train them. However, due to the ratio of 1:12 [trainers:trainees], we cannot accommodate them.

However, the SETAs have set a trainer-trainee ration of 1:15 and the RTT's manager of training operations, Mr Cronje, indicated that the organisation is in the process of restructuring in order to meet the standards set by the SETAs. The restructuring to meet SETA standards is a move that will enable RTT to take on more students.

When the RTT applies for training 50 participants, the DoL reduces the number to 24. This is halved forming 2 groups of 12 for training. Mr Bekker, trainer

Another obstacle to optimal training is insufficient materials. There appear to have been instances where RTT lacked the funds to purchase the material needed to begin the training. Trainers generally believe that material shortages are common to smaller organisations operating in the training field. All the trainers interviewed said that they usually improvised where there were shortages. In some cases it appears that the shortage of material was due to logistical problems such as delivery, rather than a complete shortage of material resources.

There is also a perception that structural problems limit the quality of training that can be delivered.

At this point, I have the stuff I need to do training. The thing is, we do not have a proper structure like we did in the technical college, but we are coping. It is an inherent thing in training centres that we cannot deliver the training to the full potential. Mr Shithavani-Plumbing Trainer

In addition to problems associated with the availability of finances and resources, the trainers felt that their greatest challenge was to effectively impart practical skills to the trainees. Trainers felt that, to ensure the trainees' sustainability, RTT should institute a firmer programme of "supervision and mentorship". At the moment, the RTT does not involve itself in any mentorship or follow-up programmes beyond the placement of trainees in employment activities, partly because of lack of funding.

I am not sure if the mentoring thing happens, but the current students suggested that they would love to get supervision and support. This would mean making sure that they do not do something wrong...it has to be done once and it has to be quality. Mr Shithavani – plumbing Trainer

Trainers felt that greater collaboration with similar organisations would ensure the effective running of RTT training programmes. However, management generally felt that there was not much need for extensive collaboration with other organisations.

SIYAKHA COMMUNITY SUPPORT CENTRE

INTRODUCTION

The Siyakha Community Support Centre is a small organisation based in East London that provides free garment making and business management courses to students of all ages in the surrounding rural areas. Since its inception in June of 1998, the Centre has served approximately 100 people, including 42 youth. The Siyakha Community Support Centre hoped to aid their students in creating their own employment in very poor communities where unemployment rates are as high as 60-70%. Employment opportunities continue to become scarcer as factories close and retrench workers, and government – the largest employer in the area – tightens its fiscal belt. Although small, the Centre is growing steadily and is continuing to improve their own ability to provide quality programmes that can have a long-term impact. Signs of this expansion include moving to a bigger office in East London, offering new courses, and helping students to set up their own manufacturing business at the end of the course.

The Siyakha Community Support Centre office has recently re-located to downtown East London¹⁰, and the scarcity of information or publicity about this means that the centre is difficult to find – not even the janitor in the building they occupy recognised the name of the organization. Previously they rented a space in a community hall in Duncan Village, a very poor township. Their previous premises contained just one small room that limited their ability to expand their services. Following two burglaries in which their domestic sewing machines were stolen they made the decision to move to their current office. This move demonstrates their commitment to grow as they have taken on a greater financial commitment – their rent has increased from less than R200 per month to R2,500 per month in East London.

However, the new offices are almost two hours by car from the rural areas in which they train. This means that students can no longer easily come to use the available industrial machines and since they moved they have only had four students come to the office.

The offices are fairly well equipped, with a fax machine, a computer linked to the Internet and a mobile phone. They do not have their own photocopy machine and the director is still learning how to use the computer and Internet.

HISTORY

Siyakha was founded by the Director, Ms. Dlova, who prior to starting the centre had work experience in selling women's clothing and later insurance. Ms. Dlova was motivated to start the Siyakha Community Support Centre while working on a nutrition project. She explained:

¹⁰ They moved on the 1st of May.

We found out that, after taking bread to the school, there's nothing else people are doing. We were working with a group in Duncan Village and they said, 'There are so many people doing nothing, there are no jobs.' People, they've got hands, they can build with their hands. If they are just shown what to do, they can do it.

The biggest challenge in starting the Centre was acquiring the capital to purchase the necessary equipment and training material. Ms. Dlova also had great difficulty in establishing the administrative side of the organisation and to find out how and where to apply for funding. She attended workshops, such as those provided by Ntsika, and sought out advice from people in other NGOs. Two trainers attended a course on instructional techniques from the Eastern Cape Training Centre (ETC) in addition to the courses they attended to learn the skills they would be teaching.

During the first year, the Centre did not receive any government funding and subsisted by charging students R300 for the 30-day garment-making course. At that time, the Centre only provided one-month long garment making courses and trained approximately 50 students. In order to recruit students for the first training courses, Ms. Dlova said she spoke to local government officials, specifically those in the office for pension distribution, so that they could inform their communities about the new course. In addition she placed a monthly advertisement in the newspaper. Ms. Dlova reported that there was abundant interest:

They really did show interest. We had a very good response. When we were busy with the 12, there were another 12 ready for the next course.

The Centre did not require a minimum education level, only that the participants must be available to come to all of the lessons and must be committed to be there every day, Monday through Friday, from 8 am to 4pm.

The organisation initially only offered the garment making course. However, when they realised that there was no one to employ their trained students they decided that they must also train their students in advanced sewing skills and business management so that they could create their own employment. She said, "Our aim is to see people trained so that they can improve their lifestyles." She added:

Many of them, when they don't get jobs, they just sit and do nothing, so we decided to move for the projects that are formed already even if they are not strong, as long as there are people working in something there, we focus on them, we train them.

PROGRAMMES

To date, the Siyakha Community Support Centre has trained in Alice and Keiskammahoek. However, since they have mobile training facilities, there are able to train in any of the rural

areas around East London. Training usually takes place in the communities in which the participants live, using a temporary training facility.

In an area with 60-70% unemployment the focus of their organisation is on providing students with practical skills. However Siyakha also have a broad vision of the other needs that must be met in order for those skills to make a tangible difference in the lives of their students.

As of last year, each group has taken a series of four different courses, including:

- Garment making,
- Business skills,
- School uniform manufacturing
- Either pattern making or curtain making.

Due to the fact that each student received 12 weeks of training, instead of thirty days, the Centre only trained two groups of twelve students each year. The programme's new design focused on creating sustainable joint manufacturing businesses at the end of the training to ensure that all of the course participants would have an opportunity to use their new skills after the programme is completed. During the last week the students buy their own material and finish a garment on their own to ensure that they can perform the skills learned in the course on their own.

The business skills course is just fourteen days long and covers the skills participants will need in starting and looking after their own businesses. They learn how to determine whether their business is growing, how to price the products they manufacture, how to compete with other businesses in the same market, how to promote their goods, how to choose a location and decorate it in a way that will attract customers, how to care for their machines and how to calculate the depreciation of their machines.

The Centre began to target existing groups of women in a tighter geographical area that would be able to work together in a project following the training. This allows the women to pool their strengths, skills, and resources and as they are more concentrated it makes it easier for the Centre to provide them with more complete aftercare.

Each student receives a certificate recognising the student's completion of the Siyakha course. The certificate lists the courses the student finished as well as the percentage levels achieved. This certificate may aid the Siyakha students in finding jobs outside of their communal manufacturing project. Several of the students have gone on to work with clothing manufacturing companies. Two of the students have been employed at Fort Hare University.

TARGET MARKET

The courses are open to all ages, genders, and races. However, the participants are predominantly female (with just two males last year and one male this year) and

predominantly African (with just one coloured trainee last year). The ages of participants range from 20 to 67 years old and in the most recent class all the participants were from rural areas in the Eastern Cape. The majority of participants have some secondary level education, but there is no entrance requirement. In fact, one of the trainers noted that all students did equally well despite their previous levels of education.

There is a large and consistent demand for the courses provided by the Siyakha Community Support Centre and they often have to turn students away because they can only accommodate 12 at a time.

ORGANISATIONAL STRUCTURE

The Siyakha Community Support Centre has three full-time employees: the director, Ms. Nandipa Dlova and two trainers, Ms. Akhon Nonjaca and Ms. Nomasomi Socham. Both trainers have been with the organisation since February 1999 and are qualified to teach all the available courses. Ms. Dlova noted two positions that she would like to add in the future: a secretary, so that there is always someone in the office, and a person dedicated to aftercare support for those trained and starting their own manufacturing projects.

FUNDING

Siyakha currently requires R250,000 per annum in order to deliver the four courses to twenty-four students. Eighty percent of that funding is from specific allocations through the Department of Labour. The Centre generates the remaining 20% through its own manufacturing activities.

LINKS WITH OTHER ORGANISATIONS

The organisation collaborates with the Eastern Cape NGO coalition, but had no intention to link or merge with any other organisations. She acknowledges that if they did merge and pool their resources that they would most likely be eligible for year-round government funding. However, she sounded doubtful that such a joint effort would be possible, referring to other organisations of similar size as "competition".

One possibility is that they could benefit from coaching or mentoring from the Border Training Centre, a larger training Centre in Mdantsane. They hope that with the help of the Border Trading Centre they will be able to ensure that they offer the same standard of training as their larger counterpart. However, there has been little progress on this possible link.

MENTORING AND EVALUATION

Siyakha does not currently have enough resources to employ a person to provide aftercare to the communities. Ms. Dlova felt it was important to be able to create such a full-time position in the future to ensure that each community is visited a minimum of once a month. Currently they communicate with these communities primarily by phone and she emphasised the need for more complete aftercare, saying "They need assistance. Sometimes their machines are

broken. Sometimes they need material." The Centre supplies struggling businesses with some material when possible. They also aid the communities in applying for funding from the local government and to contact local government officials if the funding is delayed or denied. In addition the trainers will spend their weekends assisting their past students and even help in filling outstanding orders.

Officers from the Department of Labour evaluate the content of the courses, visiting thrice during each six-week period. Ms. Dlova also monitors the quality of the courses by coming to supervise almost every week. Both trainers also had to demonstrate their abilities by teaching their first course entirely in front of Ms. Dlova. The participants are evaluated in the last week of the garment-making course by showing that they can carry through all the skills they have learned completely on their own. In the business skills course they must demonstrate their new knowledge in the development of their own business plan at the end of the course.

There is, however, no independent evaluation of the impact of the training provided.

KNOWLEDGE ABOUT UMSOBOMVU YOUTH FUND

Before being contacted by the researchers, Ms. Dlova had never heard of Umsobomvu and did not know anything about it. She suggested that Umsobomvu needs to focus on confidence building and business skills as youth are going to need to think about self-employment given the poor labour market. She believes it will be very difficult for groups like Umsobomvu to direct youth into business and entrepreneurship. In her opinion, most youth still have the mindset that they should go out and look for pre-existing jobs rather than create their own.

ASSESSMENT

Siyakha believes that the training builds the students' self-confidence and improves their communication skills and their ability to work with other people. They also have the possibility of generating an income. However, this income still has to be supplemented by other sources, particularly when they are just starting as at that point the profits still need to be re-invested to buy more material.

Siyakha also believes that the community benefits from the Centre's work by having local access to the products they need. "Instead of going to town to buy a uniform for their children's uniform and paying high prices, they go to the people who are staying with them and then they save on the cost of what they need to buy." They also save on transport costs to the town and they save on the time it takes to use public transport to get to and from a shopping centre.

The Centre has also developed links with a local factory and many of their trainees found jobs there upon graduation.

All but one of the participants interviewed said the Siyakha training programmes successfully met their expectations. One of the trainees is now the secretary of their communal project and, using the skills she learnt in the business skills course, she takes orders from customers, helps to calculate prices, and keeps track of the programmes finances. Other trainees noted that they had acquired new skills and that the experience has motivated them. They are now able to produce a greater range of items and sell these to a wider market. However, one of the trainees was disappointed that, although all of her expectations regarding skills were met, they didn't receive sufficient money for all the resources they would need to run their own business. She was frustrated that they had to supply their own materials and that they did not have enough machines.

Among the younger participants the Siyakha programme appears to have had positive effects beyond the tangible accomplishments such as improving income or conferring skills. One of the trainees noted that the programme taught her to always stay busy and now she doesn't have the opportunity to get involved in "bad things" – she has the security of knowing that do to her own work there will always be a resource to rely on. These trainees noted that very few youth in their village have employment let alone their own businesses. When asked how this makes her feel, one of the trainees, Miss Dyanti, flexed her muscles to demonstrate her new-found inner strength and smiled. "I feel good," she said.

However, all of the participants noted that their projects still needed additional financial support in order to purchase equipments and acquire additional training.

CHALLENGES

Acquiring sufficient funding for equipment and material once the project is on its own is one of the biggest challenges that the projects will have to overcome for the programme's impact is to be sustainable. The Centre has offered the programme free to all participants in the last two years because it has worked with communities that have been granted training funds from the Department of Labour. The participants receive some funds through the local government to buy start-up equipment for their budding businesses, such as sewing machines and material, but it often isn't enough to purchase sufficient equipment for the businesses to run smoothly. They usually only acquire enough funding for one or two machines.

According to the director, the greatest challenge facing the Centre at this time is a lack of resources to fund sufficient aftercare, to provide the new sewing projects with the equipment they need, to be able to have run training courses year round and to purchase a vehicle.

For organisations such as Siyakha the primary need is financial assistance:

*"If we can have money, I think we can overcome, because everything is money.
It really is."*

Ms. Dlova is adamant that that without sufficient aftercare the training alone is not enough to ensure a real improvement in livelihood for the trained students. She pointed out that:

To be there for fourteen days doing a full business course is not enough. You still need to provide regular attention for them until you see that they are strong and that they can run.

She also noted that, after graduation, each project should be supplied with at least two machines and adequate material to start production.

Then when you leave you know that they are trained and that when you leave they don't just sit and forget everything that they've been trained. At least you know that when you leave, you leave them working.

She confided that her greatest disappointment is that they cannot coach the graduated students more effectively.

You know it frustrates, even for you, when you spend all your time with people, when you train them, and after that they just sit. It's wasted time and money.

Currently the Centre does not get government funding for the entire year and therefore cannot provide continuous training or keep its trainers busy for more than eight months out of the year.

"Now we are just sitting. We don't have any training going on...So we would like to have continuous training right through the year."

Furthermore, government funds take a long time *if* they come at all. She envisions a time in which they can train four or five groups a year and have one person devoted to supporting these groups after graduation.

Another problem is that as of now the Centre is dependent on public transport or car hire for moving the training equipment out to the targeted communities. Siyakha hope to raise the needed funds through expanding their manufacturing activities. If this grew substantially they may also have to employ someone to run that sector of the organisation. They may also investigate retaining the services of a fund-raiser on a commission basis.

One further challenge will be to further develop the skills of all those involved in the Centre. Ms. Dlova believes they will need to attend further courses to learn more instructional skills as well as more about running and managing a project. This is one of the areas in which organisations such as Siyakha could be most helped by government, the private sector and other organisations.

Ms. Dlova also noted that in the future they hoped to be able to add counselling services and life-skills courses. She explained:

Many people when they are unemployed lose confidence. They just lose hope and that is the type of counselling we would like to give. So we would like to train them and counsel them so that they persevere in whatever, (so that) they (can) look and think, 'this is what I want to do' or 'this is what I want to do someday'.

In order to cover their nearly doubled overhead costs in East London, the Siyakha Community Support Centre has begun to raise their own funds through manufacturing garments on the eight industrial machines in their main room. They employ two sewing workers full-time and sell mostly traditional Xhosa clothing, youth tracksuits and school uniforms. They have only begun this function since their relocation to East London.

Despite not having ideal teaching materials the trainers feel that they have the capacity to deliver the programmes to their full potential. However, they are always open to further training to improve their own skills in sewing, business management, or instruction techniques.

UKHANYISO TRAINING CENTRE

Ukhanyiso Training Centre is a non-governmental organisation formed in 1997. It has more than 41 core staff members and it is based in northern KwaZulu-Natal. Its areas of operations include rural and urban area and the programmes offered include enterprise training, enterprise loans/start up grants, skills development and employment training

INTRODUCTION

Ukhanyiso is a non-governmental organisation that serves the rural communities in the Empangeni area in northern KwaZulu Natal. Their offices are situated in Esikhaweni, close to the campus of the University of Zululand¹¹. There are four components to Ukhanyiso's activities:

1. Training in practical and business skills;
2. Financial support to emerging businesses;
3. A savings scheme for businesses; and
4. A placement scheme for trainees.

The aims and objectives of Ukhanyiso are:

- To empower the community with business skills so that people in the community can start their own businesses;
- Job creation and sustainability;
- To encourage those who have gained skills to pass them over to others.

HISTORY

Ukhanyiso was established by an unemployed woman, Beauty Mthembu, who attended a sewing course with the aim of using her skills to produce and sell garments in the community and generate an income for herself. The women in the area approached her in 1994, asking her to teach them to sew. She then decided to set up Ukhanyiso, which originally operated from a rondavel at her home.

As the popularity of her courses grew Mrs Mthembu considered introducing additional courses such as chicken farming, maintaining fruit and vegetable gardens and baking. The chief of the area recognised the value of the work she was doing in the community and recommended her to other chiefs in the area, who then invited her to conduct similar training programmes for women in their areas.

In 1999 her organisation moved to the present premises in Esikhaweni. In the beginning the premises had no windows, doors, toilets, water or electricity. Ms Mthembu approached Mondi Paper Company for help with setting up the centre. Mondi Paper Company assisted with the installation of basic services and infrastructure and donated four sewing machines.

¹¹ They share a building with the Tourism Information Centre.

The company later trained a series of trainers to enable them to offer courses in Business Skills and Business Plans, Wire-making and Fencing.

PROGRAMMES

Ukhanyiso offers training in general business skills, planning, wire-making, fencing, gardening and farming. The training programme is delivered in a workshop format, to 12 people at a time.¹² The cost for each course is R80 and the participants receive certificates after completion of the course. We were not able to establish whether the courses were recognised by any other external organisations.

Ukhanyiso also act as a recruitment service trying to place former students with local companies that approach them for assistance in filling positions.

Unfortunately none of the training courses were scheduled to take place while our researchers were at the centre. The Director indicated that the sewing courses would start again early in 2002. We did however receive copies of the training materials.

However, observations from the centre indicate that the training offered by Ukhanyiso may not be proceeding smoothly. The environment is not conducive to training. The building is in a poor state of repair and, given that they offer a gardening course, the garden appears surprisingly neglected. The interior of the building is small, dark and crowded and is generally uninviting. There are various pieces of training equipment and material scattered around the building, including a large wire-making machine that is located in a small passage from which it would appear to be impossible to conduct any training at all.

One of the trainers mentioned that although the community is happy and satisfied with the training offered, she feels that the trainers themselves need lots of additional training.

TARGET MARKET

The local Indunas and councillors have recommended Ukhanyiso to residents in their communities. In their local meetings they have encouraged unemployed residents to participate in the courses that Ukhanyiso run to learn some new skills.

Ukhanyiso's training programmes appear to be more attractive to mature people. Approximately 80% of the current trainees are older than 35 years, generally unemployed and with low levels of education. Younger residents in the area appear to be relatively well educated¹³ and fall outside the immediate target market of the programmes.

¹² The sewing course is, however, limited by the number of machines available.

¹³ There are a number of good schools in the area around the university.

FINANCIAL SUPPORT

Ukhanyiso's main sources of funding are:

- Corporate donations from organisations such as Eskom and Mondi Paper Company. Most of these donations have been in the form of equipment.
- Grants from the Department of Labour.
- The sale of manufactured goods. The income from this source is varied. Ukhanyiso has won a number of tenders to provide work clothing for the local branches of companies such as SAB and Coca Cola. In addition they have been asked to erect fences around local schools and businesses (often sponsored by Mondi) and sell handicrafts and vegetables at local events.

Ukhanyiso have applied for funding from the Lottery in order to purchase basic training and computer equipment.

In addition to offering training the organisation has a small unit, Philisisizwe Enterprise Support, which offer loans for people wanting to start a small business. These loans are offered to groups of five people who intend to start a business either collectively or as individuals. They are encouraged to form these clusters in order to be able to:

- Advise one other on how to run a business;
- Help one other identify viable businesses;
- Share skills and ideas that they might need so that they complement one another instead of competing against each other;

In addition, the members of the group are collectively responsible for repayment of the loan, i.e. if one member is unable to pay then the whole group is responsible. The organisation also runs a savings scheme for those who have received training and have been successful in starting their businesses and are interested in saving as a group. They use these savings to upgrade and expand their businesses and in this way avoid borrowing from the organisation.

The Director reported that the loan department does not generate much income because they charge very low rates of interest. In addition, the income received from people who attend the training is largely used to cover the cost of materials used during training.

In the future Ukhanyiso intends to buy their current premises and convert it into a traditional village in order to attract tourists. In collaboration with Philisisizwe they are planning to extend their training and programmes to try to attract more youth to take part in their programmes.

STAFFING

The staff consists of the director, a treasurer, a secretary and deputy-secretary, 2 trainers, 8 gardeners¹⁴ and 4 wire-makers. The director, treasurer and secretaries are also trainers. The director is responsible for the day-to-day running of the organisation, the supervision of training and for further assistance to trainees when they attempt to establish their own businesses. In addition there are a number of people in Kwa-Dlangezwa, Madlankala, Gobandlovu, Madaka and Nkandla who work in projects that were started as a result of training gained from Ukhanyiso and have become part of the organisation. However, they are responsible for their own funding. Most of the staff members work on a voluntary basis.

Ukhanyiso is heavily dependant on the director since most of the staff members have very low levels of education. This makes the running of the organisation very difficult.

ASSESSMENT

As mentioned, the trainers report that the community is satisfied with the level of training they receive. However, almost all of the participants lack the funds to start their own businesses after completing the training. Although the organisation does offer some funding, the demand for funding outstrips by amount that is available.

The members of Ukhanyiso believe that their training programmes have helped to create a few jobs, have successfully achieved a transfer of skills, have made communities sustainable and brought about improvements in livelihoods of these communities. However they have not been able to raise the funds to conduct an external evaluation of their impact. They also have no indication of which other, possibly more economically viable, programmes they could offer.

CHALLENGES

Ukhanyiso appears to have developed because of the determination and persevere of one individual. There is a tendency for the organisation to rely very heavily on her skills and energy to maintain the organisation. Other individuals involved in Ukhanyiso do not have sufficient training or skills to assume many of the responsibilities currently being carried out by the director.

Many of the people involved in Ukhanyiso are voluntary workers and it is difficult to insist on a consistent level of involvement or performance from voluntary workers. Unfortunately there are insufficient funds to reward these people financially for their work.

The organisation has insufficient funds to be able assist people who have received training to enable them to start their own businesses. Although some funds are available they are

¹⁴ Ukhanyisa also owns a 5-acre farm.

insufficient to meet the demand. The people who have been trained lack the skills or information about which external organisations they can apply to for financial assistance.

The centre did not appear to be running very smoothly and an external evaluation of the strengths and weaknesses of Ukhanyiso would assist them to focus on improving the efficiency of the centre.

SUMMARY OF FINDINGS

SURVEY FINDINGS

Organisation background

- More than half of the organisations surveyed were NGOs. This may be because of the large number of NGOs operating in this field, but to some extent may also be a reflection of the methodology used (CBOs are unlikely to appear in the directories and websites conducted during the first phase of the study).
- The organisations tended to either be small with twenty staff members or less (NGOs, CBOs) or large with more than forty staff members (private organisations, academic institutions).
- The majority of the organisations were established between 1995 and 1999, after the transition to democracy in 1994.
- Gauteng and KwaZulu-Natal were the provinces most likely to have youth organisations located in them, and also had the largest number of organisations operating within them (even if they were not based there). Mpumalanga and the Northern Cape were least likely to have youth organisations based in them, and also had the fewest youth organisations operating there. While Northern Cape is relatively unpopulated, this is not the case in Mpumalanga.
- The majority of organisations reported operating in both rural and urban areas, although this could not be verified.

Sources of funding

- The majority of the organisations have more than one source of funding. On average, funds that were generated by the organisations themselves through fees or services charges contributed the largest proportion to the total budget. However, this may mask the difference between private organisations (self-funding) and NGOs and CBOs (more reliant on donors).
- When we look at each source of funding individually, self-generated funds again appear to be the most common accessed source of funding (65%). This was followed by state funding, where more than half of the organisations said that they had accessed funds from the government.

Programmes Offered

- The most common programme offered by the organisations was skills development and employment training. Enterprise training courses were not quite as common, despite the high unemployment rates and calls for SMME development as a panacea for unemployment in the country. Only 18% of the organisations said that they provided enterprise loans or start up grants.

- The most common duration of courses is less than three months, although a fairly substantial number of organisations offer programmes over a period of 12 months or more (31%). These are likely to be the bursary programmes or the academic courses.

Accreditation

- More than half of the organisations reported that their programmes are already accredited in some way, or are in the process of becoming accredited. Other organisations (like CBOs) aim to provide training to the community or are small, local operations that are not looking for accreditation. The SETAs appear to be the most frequent accrediting body (although in several cases the process of accreditation is still in progress).

Profile of participants

- The number of participants in the programmes ranged widely from 15 beneficiaries per year, to 38 166 beneficiaries per year. The average number of beneficiaries was 2 146 per year. However, many of the respondents did not have accurate records of the number of beneficiaries per year, therefore these figures should be regarded as estimations rather than accurate figures. NGO's had the largest number of beneficiaries on average (according to their own reports), and were followed closely by private organisations.
- The most common target age group was youth aged 18 to 25 years. There was a relatively even split between male and female beneficiaries, but the large majority (83%) of the beneficiaries were African.

Options on Completion of Training

- Organisations reported that the largest proportion of their beneficiaries went into some kind of enterprise after completing their programme. The next largest group found employment of some kind, and a smaller number went on to further education. Only 12% were reported to remain unemployed. It appears that these figures were under-estimated because recent studies indicate that more than 41% of the youth in South Africa are unemployed.¹⁵

CASE STUDY FINDINGS

- The implicit assumption that all of the organisations in our case studies operate from is that very few of their graduates or beneficiaries will, in the short run, find any formal employment. The 10 organisations chosen for the case studies represent a selection of organisations that are attempting to address this problem, either by passing on
 1. basic practical skills (sewing, bricklaying, etc)
 2. business-related skills (market research, accounting, planning etc) or
 3. a combination of the two.

¹⁵ Haroon Bhoorat, Development Policy Research Unit, UCT, 2001

- The case study organisations range from small and relatively poorly funded training providers operating in rural areas, to large and well-financed organisations operating in or close to large towns. Most were established in the late 1990's, and none had been operating for less than two years. All operate within a fairly restricted geographical area, although some form part of broader national initiatives.

Target Audience and Types of Services Offered

- Young unemployed people can be broadly divided into three groups:
 1. Those with some formal skills or work-related qualifications;
 2. those with informal skills; and
 3. those with no skills and a limited amount of formal education.
- Based on these groups, the case study organisations can also be divided according to the types of training they provide:
 - **basic business skills:** those that take people with practical or formal skills and teach them the basics of setting up and running their own business.
 - **basic business skills:** those that take people who are already using their practical or formal skills for business purposes, and provide business skills training and support services to existing small businesses.
 - **basic practical and business skills:** those that target the group with no or rudimentary skills and attempt to teach them basic skills. This option is significantly more expensive and difficult in terms of logistics and the choice of skills to deliver.

Location of training

- Another important distinction is whether organisations deliver their programmes at a fixed location or travel out to communities that request training. Six of the organisations trained at fixed locations and four delivered their training at remote venues. Only one organisation delivered mobile practical skills training, which requires the transporting of sewing machines and training material to a remote village.
- Some of the organisations were conveniently located, but at least one was located 10km from the nearest public transport point, making it almost inaccessible to anyone without access to private transport.

Attitude of the youth

- A recurring theme was the difficulty that organisations face in changing the negative perceptions that young people have of self-employment (although this is not supported by empirical information from our previous studies such as the Youth 2000 Survey). It is likely that youth resistance is based on a lack of realistic and implementable self-employment options.

The business skills course

- Every organisation that we visited offered a basic business skills course. In some cases these courses formed part of a broader skills programme while in others they stood alone. The content of the courses did not differ significantly across the organisations we visited.
- In general, the courses last for between 3 and 6 weeks and cover issues such as market research, drawing up a business plan, financial planning, costing, purchasing and stock control. However, there was no real standardisation of the material and courses were generally not accredited. There appears to be a need to produce a nationally recognised short course in business skills. However, it is not clear whether such a course provides many benefits in the absence of a practical skill and with limited opportunities.

Practical Skills Training

- Delivering practical skills training is significantly more difficult than delivering business skills training.
- The organisations that deliver practical training offer a range of skills including sewing, bricklaying, plumbing, wire making, baking, upholstery and educare. We can distinguish between
 - smaller community-based organisations that deliver training courses based largely on the skills and competencies of a few (and often only one) key individuals, and
 - larger organisations that, because of access to funds, partnerships or infrastructure, are able to offer a more varied range of training areas.
- To critically assess the status of the training provided, we must refer to the economic context in which we find ourselves. Currently, some form of self-employment remains the most feasible option for income generation. In such circumstances it is not sufficient to provide training in basic business and practical skills (such as sewing or bricklaying) without the conceptual framework within which those basic skills can be turned into real, implementable business opportunities.
- Before delivering these courses organisations must be reasonably sure that, given the levels of skills provided, viable employment opportunities exist. Two examples in our study included a programme in which the funders guaranteed short-term employment, while in another the ex-students formed a co-operative. There are creative ways to start addressing the problem of providing usable skills, but this requires planning and possibly the active support of state structures.

Funding

- The sources of funding for the organisations in our study differ considerably. Only one organisation was entirely self-sufficient, generating their funds through contract research and training. Almost all the remaining organisations were funded either by private donors or through training conducted for the Department of Labour. Only one was funded by a

provincial government.¹⁶ The organisations raised two general concerns about the funding that they receive.

- Firstly, many of the organisations felt that they were unable to operate at the optimum levels due to a shortage of equipment, expertise or because they did not receive funding regularly.
 - Secondly, the organisations that delivered practical training courses felt that they could not effectively mentor their students due to a lack of funds. Notwithstanding the deficiencies already noted in some of the programmes, the lack of an effective mentoring component severely limits the effectiveness of the training received.
- The shortage of funding among smaller organisations working in rural areas means that many of their staff members work on a voluntary basis. In the long term this has a negative effect upon staff morale and makes the very existence of the organisation tenuous. The shortage of funds also often means that organisations are unable to devote sufficient resources to upgrading their own skills, again impacting on the quality of the training offered.

Evaluations

- All the organisations thought that their programmes were having a positive effect on their constituencies. However, only one had conducted an independent external evaluation of the effectiveness of their programmes. All too often organisations judge the effectiveness of their programmes on immediate feedback or individual “success stories”. While these should not be dismissed, they do not provide enough of a basis upon which to evaluate the overall performance of a programme.
- Without an objective assessment of the impact of their programmes, organisations are liable to continue carrying out the activities for which the funding is available or for which the demand exists.

¹⁶ However, this should not be interpreted as an empirical reflection of the way funding in the sector is structured. The case studies are simply a small sample and should not be used to make generalisations.

CONCLUSION

This study has focused on important issues of youth employment and entrepreneurship that are not only relevant among the youth sector but are also pertinent to the socio-economic development of this country as a whole.

The survey findings together with the database of organisations provide an overview of the kinds of organisations working within this field. It is hoped that these findings will form the basis of an ongoing project in which the database is updated, and which Umsobomvu Youth Fund can use to implement the youth call centres and advisory centres across the country. It is hoped that these centres will help to bridge the current information gap in available opportunities and services for young people in this country who are in dire need of these self-empowerment prospects.

Although the case studies are simply a small sample of organisations involved in youth empowerment and entrepreneurship programmes, and cannot be used to make sweeping generalisations, they do provide Umsobomvu with a detailed picture of how some of these organisations operate and the problems that they face. The case study analysis has brought to the fore some of the major challenges faced by organisations in this sector. It is hoped that both the overview of organisations and the more detailed discussion of issues in the case studies will be of use to Umsobomvu in their programme planning and policy direction initiatives.

RECOMMENDATIONS

- Skills development and employment training was the most common programme offered by the surveyed organisations, followed by enterprise training. While practical skills are valuable, it is also important to couple this with business and entrepreneurial skills training so that youth are not reliant on employers to generate income after their training.
- Skills training programmes must, wherever possible, include a practical ‘hands on’ component. A practical component allows the trainees to gain hands on experience, to practice their skills and makes them more employable. The absence of a practical component severely limits the possibilities for implementing the skills acquired, particularly if the skills that they have been taught require specialised equipment. In many cases organisations that offer mainly business skills training are able to collaborate with other training institutions in their area to provide practical experience and this should be highly encouraged. This could also be another way of ensuring that there are networks among service providers.
- Training programmes must extend beyond the actual delivery of training. There are two components to this.
 - Firstly, it must be demonstrated that there is a real demand for and an implementable business plan for the skill provided. Training a group of men in plumbing is not going to be effective in generating income for them if they live in an impoverished community with few opportunities to put their skills into practice. Similarly, deliverers of training programmes cannot guarantee that the recipients will be able to establish a viable enterprise, but all too often we find that the implementers of a programme simply do not know whether or not enterprises based on the skills they deliver are viable. It is important therefore to build capacity within organisations providing training to enable them to realistically identify the needs in their communities, and can source employment opportunities and a market for the skills provided. It is also important that the demand comes from employers or clients, rather than from potential trainees who simply want to be skilled in something. This will reduce the number of youth who have been through training but remain unemployed and do not start their own enterprises.
 - Secondly, the recipients of the training must be given active financial and logistical support in order to have a reasonable opportunity to implement their training. As already mentioned, a short business course, no matter how well structured, will not equip a trainee with the skills required to run their own enterprise or participate in a collective enterprise. In the face of large-scale

unemployment, we are trying to teach young people business and entrepreneurial skills, in the hope that they will go out and start their own successful businesses. Unfortunately, when we look at the number of new small businesses, we realise that many young people have attended the courses but are unable to put these skills into practice because they do not have the support or the opportunity.

- NGOs and CBOs must be encouraged to become self-sustaining. Most of the surveyed organisations reported that self-generated funds (through fees and other charges) made up the largest proportion of their total budgets, but this obscures the difference between private organisations and NGOs and CBOs. No matter how effective their training is, organisations that remain dependent on donors and funders lead a very tenuous existence. While such funding is necessary, Umsobomvu should also consider building capacity within more established organisations to improve financial management skills, creative fundraising and developing business plans. Self-sustaining organisations will also be more likely to be able to provide the necessary follow up support to young trainees.
- A lack of funding has always been a problem in this field. Rather than spending money on more training equipment, it may be more cost effective to train organisations to identify needs and gaps in the skills market, and to develop viable business plans and follow up support. Another important area where funding is lacking is in the provision of start-up loans.
- Funding bodies must also be aware of the difference between evaluating the success of programmes by the number of young people trained, and evaluating them by the number of graduates that go on to become employed or set up their own enterprise. Encouraging organisations to focus on the latter, and providing funding to those organisations that have plans or systems to help graduates implement the skills they have been taught, would be a more effective way to address the problem of youth unemployment.
- Building capacity amongst trainers would also impact on the quality of training provided. Support should be provided so that trainers can improve their own skills and update their knowledge.
- There appears to be a need for a standardisation of the content of business skills courses across the country. Some organisations (like Koinonia) are already presenting a national business skills course, while others have been developed in an *ad hoc* manner. However, instead of encouraging the development of yet another course, a better option would be to encourage organisations offering youth training to have their courses accredited. By increasing the knowledge of and access to accrediting

institutions (especially for CBOs), the standard of training will be raised and will become more uniform.

- Lastly, training programmes must be evaluated regularly. Although this may at times appear to be an unnecessary expense, the alternative to receiving regular and objective feedback is to continue to perpetuate misallocation of resources. It is important to realise that the objective of these training programmes is not to transfer skills to a particular group of people, the objective is to address the problem of unemployment, particularly amongst young people. Programmes must be judged on how well they perform this task and not simply on their throughput or their ability to use their allocated funds.

APPENDIX

SURVEYED ORGANISATIONS INVOLVED IN YOUTH RELATED SERVICES.....2

ORGANISATIONS THAT WERE CONTACTED BUT DID NOT RESPOND.....28

SURVEYED ORGANISATIONS INVOLVED IN YOUTH RELATED SERVICES

	NAME OF ORGANISATION	CONTACT PERSON	Contact details	PROVINCE	RURAL/URBAN	FOCUS AREAS
1	Absolute CRD	Theresa Smith Busani Ngcaweni	Tel: (011) 487 1562 Fax: (011) 487 3194. Email: terri@mweb.co.za Email: busani@mweb.co.za . Postal add: Box 2425 Houghton 2041	Gauteng	Urban	Skills development and employment training, life skills
2	African Pathways Youth Development Organisation	M. Kganakga J. Mabela	Tel: (015) 297 0387	Northern Province	Rural and Urban	Youth community service, life skills training
3	Masakhane Youth Development and Job Creation	Ebrahim Rass	Tel: (011) 474 6692	Gauteng	Urban	Youth community service, life skills training, career advice, enterprise training
4	African Academy for Computer Assisted Engineering	Debra Prinsloo	Tel: (011) 892 1415 Fax: (011) 892 3520 Email: aact@iafrica.com P.O.Box 26061, East Rand Mall, 1462	Gauteng	Urban	Skills development and employment training, life skills training
5	African Culture and Community Development Association	Mteteli Sam	Tel: (043) 743 7410	Eastern Cape	Rural and Urban	Youth community service, skills development and employment training, life skills training

6	Africon (Training and Communication Division)	Dr. Dwight Triegaardt	Tel:(012) 427 2600 Fax: (012) 427 2939 Email: dwrightt@africon.co.za P.O.Box 905, Hatfield, Pretoria	Gauteng	Rural and Urban	Enterprise training, skills development and employment training
7	Amag Training Centre	A Ismail	Tel:(021) 374 4801	Western Cape	Missing	Skills development and employment training
8	Arivia.Kom	Nomvula Rhadebe	Tel: (011) 233 0992 Fax: (011) 803 5807 Email: Nomvula.Rhadebe@arivia.co.za P. O. Box 5900 Rivonia 2128	Gauteng	Rural and Urban	Enterprise training, skills development and employment training
9	Badisha Project	David Phoshoko Mrs Bodenstein	Cell: 082 266 8897 P.O. Box 70835 The Willows 0041	Gauteng	Rural and Urban	Youth community service, enterprise training, skills development and employment training
10	BCG Bees	Kevin Kane / Dr Monji	Tel: (011) 447 6170 Fax: (011) 447 6160 Email: Bcg@iafrica.com P.O. Box 2284 Houghton 2041	Gauteng	Rural and Urban	Enterprise training, skills development and employment training
11	Belhar Training College	Carel du Preez, Reg King, Len Penfold	Tel: (021) 952 2113 Fax: (021) 952 6694 Email: carldup@mweb.co.za Email: belhar@bifcol.co.za P.O.Box 1406, Parow, 7499	Western Cape	Rural and Urban	Skills development and employment training,

12	Bloemfontein Electricity Training Centre (BETC)	Mr. P. van Zyl	Tel: (051) 409 2347 Fax: (051) 409 2400 Email: pvz@be.fs172.co.za	Free State	Rural and Urban	Youth community service, skills development and employment training
13	Border Key Training Trust (BKTT)	Mr. Zolile Tini, Mr. Anthony Drummond	Tel: (043) 761 2141 Fax: (043) 761 2515 Email: btc@intekom.co.za Email: anthonyd@intekom.co.za	Eastern Cape	Rural and Urban	Enterprise training, skills development and employment training, life skills training
14	Brits Training and Entrepreneur Centre / LBSC - Local Business Service Centre	Ms Alma Jonker Mr Fred Supple Moni Yabo	Tel: (012) 252 1753 Fax: (012) 703 1445 Cell: 083 493 9940 Email: Btec@mweb.co.za	North West	Rural	Youth community service, enterprise training, skills development and employment training, career advice, life skills training
15	Business Skills & Development Centre	Barbara Jones	Tel: (021) 418 1690 Fax: (021) 418 1729 Email: bsddadmn@global.co.za P.O. Box 8067 Roggebaai 8012	Western Cape	Rural and Urban	Enterprise training, enterprise loans and start-up grants, skills development and employment training, career advice, life skills training
16	Business Support Centre	Sipho Zimu Bheki Dlamini Mlamuli Ngcobo	Tel: (033) 345 660415 Email: BSC@alpha.futurenet.co.za	KwaZulu Natal	Urban	Youth community service, enterprise training, skills development and employment training, career advice, life skills training

17	Catholic Community Service	Janice Stephenson	Tel: (058) 303 5351 Fax: 058 303 5352 Email: diocese@bhm.dorea.co.za Address: 218 Cambridge Street P.O. Box 366, Bethlehem, 9700	Free State	Rural	Youth community service, enterprise training, skills development and employment training, career advice, life skills training
18	Catholic Educational Aid Programme (CEAP) Rural Education Access Programme (REAP)	John Davids	Tel: (021) 696 5500 Email: reap@yebo.co.za 23 Birdwood Street, Athlone, 7764, Cape Town	Western Cape	Rural and Urban	Career advice, life skills training
19	Centre for Education and Enterprise Development	John Paul	Tel: 031 304 8475	KwaZulu Natal	Rural and Urban	Enterprise training
20	Centre for Opportunity Development/ Junior Achievement	Ernest Boateng	Tel: (021) 448 7501 Fax: (021) 448 7560	Western Cape	Rural and Urban	Enterprise training, career advice
21	Centre for Socio-Legal Studies	Chuck Scott	Tel: (031) 260 1291 Fax: (031) 260 1540 Email: scott@nu.ac.za CSLS, University of Natal, Durban 4041	KwaZulu Natal	Rural and Urban	Skills development and employment training, life skills training
22	Centre for Uplifting Rural Economies (CURE)	Clifford Mokhuane	Tel: (051) 448 7735	Free State	Yes	Youth community service, enterprise training, skills development and employment training, career advice,
23	Claude Francis Training Centre		Tel: (021) 932 0002 Fax: (021) 930 5631 Add: 52 Clarendon Street, Parow Valley, 7500	Western Cape	Urban	Youth community service

24	Community Education Computer Society	Arnold Pietersen	Tel: (011) 834 3329 Fax: (011) 834 9054	Gauteng	Rural and Urban	Enterprise training, skills development and employment training, career advice, life skills training
25	Conquest for Life	Glen Steyn	Tel: (011) 473 1651 Fax: (011) 473 1653	Gauteng	Rural and Urban	Skills development and employment training, career advice, life skills training
26	CSIR Enterprise Development Centre (EDC)	Mr. Boyce Pillay	Tel: (012) 841 4694 Email: pjpillay@csir.co.za	Gauteng	Rural and Urban	
27	Delta Computers	Bongani Cibi	Cell: 082 256 2793	Northern Province	Rural and Urban	Youth community service, skills development and employment training
28	Development Facilitation and Training Institute	Phillip Makakase/Johnny Matshabaphala	Tel: (015) 290 2833	Northern Province	Rural and Urban	Youth community service, enterprise training, skills development and employment training, life skills training
29	Duncan Village Youth Development Forum	Sandiso Gqosho	Tel: (043) 742 1763	Eastern Cape	Rural	Enterprise training, skills development and employment training, life skills training
30	Eastern Cape Training Centre	DF Kusel / EZ Strydom / B Bhengu	Tel: (041) 456 1616 Fax: (041) 456 3955 Email: etcl@mweb.co.za P.O. Box 14082 Sidwell, Port Elizabeth 6061	Eastern Cape	Urban	Youth community service, skills development and employment training

31	Ecosystems training	Gavin Eichler	Tel/Fax: (035) 337 4818 Email: ecosystems@mweb.co.za P.O.Box 338, Gingindlovu, 3800	KwaZulu Natal	Rural and Urban	Youth community service, enterprise training, skills development and employment training
32	Education with Enterprise Trust (EWET)	Arie Bouwer Zini Mchunu Tshenolo Thuntsi Mamahase Moshweshwe	Tel: (058) 623 0104 Fax: (058) 623 0107	Free State	Rural and Urban	Youth community service, enterprise training, skills development and employment training, life skills training, enterprise loans and start-up grants
33	Educational Opportunities Council	Mr RG Padayachy	Tel: (011) 833 1510 Fax: (011) 839 7654 P.O. Box 3323 JHB 2000	Gauteng	Urban	Enterprise loans and start-up grants
34	Edudraft	A R Isaacs	Tel: (043) 733 1928 Fax: 082 927 2762	Eastern Cape	Rural and Urban	Enterprise training, skills development and employment training
35	Elgin Community College	Sallyann Child	Tel:(021) 859 9413 Fax: (021) 859 9414	Western Cape	Rural and Urban	Youth community service, enterprise training, skills development and employment training, life skills training, career advice

36	Entrepreneurial Support Centre (Southern Region)	M.A. Khuzwayo D. Moloi M. Yabo	Tel: (018) 473 1213/67 Fax: (018) 473 1705 Tel: (014) 558 2716 Tel: (012) 703 1445 Email: koshesc@netactive.co.za Email: mogwaesc@mweb.co.za Email: myabo@netactive.co.za	North West	Rural and Urban	Enterprise training, skills development and employment training
37	Ermelo Local Business Service Centre	Wish Nkosi	Tel: (017) 819 4081	Mpumalanga	Rural and Urban	Youth community service, enterprise training, skills development and employment training, life skills training, career advice
38	Fitlhelang Entrepreneurs Association	Frans Masemola Mr Mkhonjiswa	Tel: (012) 704 9028 Fax: (012) 704 9079 Email: fitlhelang@yebo.co.za P.O.Box 4 Ya-Rona 0202	North West	Rural	Enterprise training, career advice
39	Florence House (Learn and earn Trust)	Tony Easton	Cell: 082 695 3165 P.O. Box 30760 Braamfontein, 2017	Gauteng	Urban	Enterprise training, skills development and employment training, life skills training, career advice
40	Foskor Development Trust	Stephen Mavundza	Tel: (015) 789 2439 Fax: (015) 789 2467 Email: Nkosits@Foskor.co.za P.O.Box 1, Phalaborwa, 1390	Northern Province	Rural	Enterprise loans and start-up grants, skills development and employment training

41	Foundation for Entrepreneurship Development (FED)	Ms. Santlie Steyn Ms. Emma Baartman Ms. Julia Letele	Tel: (051) 534 6187	Free State	Rural	Youth community service, enterprise training, skills development and employment training, life skills training, career advice
42	Free State Development Corporation (FDC)	G.V. Tshainca M.P. Lephoto	Tel: (058) 715 0911 Fax: (058) 713 0688 E-mail: eastfin@fdc.co.za	Free State	Rural and Urban	Enterprise loans and start-up grants
43	Future Training Centre	Thokozani Mhlongo	Tel: 082 6287338/ 0825134934 Fax: (035) 787 0924 P.O.Box 7664, Empangeni Rail, 3910	KwaZulu Natal	Rural and Urban	Skills development and employment training
44	Gcuwa Training Centre (GTC)	Mr. Tyson Kentane	Tel: (047) 491 2023 Fax: (047) 491 9024	Eastern Cape	Rural and Urban	Enterprise training
45	Goldenspot Business Consultants	Mutwanamba Calvin	Tel: (015) 963 2176	Northern Province	Rural and Urban	Enterprise training, enterprise loans and start-up grants, skills development and employment training, life skills training, career advice
46	Greater Lydenburg Entrepreneurs Association	Edward Mabogoane	Tel: (013) 235 2025 Fax: (013) 235 1818 P.O.Box 4726 Lydenburg 1120	Mpumalanga	Urban	Youth community service, enterprise training, skills development and employment training

47	Greater Rustenburg Entrepreneurial Support Centre	Mr. Daniel Moloi, Ms. Tshepa Kgasoe	Tel: (014) 558 2701/52 Fax: (014) 558 2670 E-mail: mogwaesc@mweb.co.za	North West	Rural and Urban	Enterprise training
48	Hampton Community College	Collin Tau Jeanette Wicks	Tel: (031) 307 1884 (Collin) Tel: (031) 307 1900 (Jeanette) Fax: (031) 307 1927 Email: hamptoncollege@mweb.co.za P.O.Box 49266 East End 4018	KwaZulu Natal	Urban	Youth community service, enterprise training, skills development and employment training, life skills training
49	Hypercube Resource Centre	Dominic Tweedie Elizabeth Dinkwe	Tel: (011) 838 7621 Email: hypcube@sn.apc.org	Gauteng	Rural and Urban	Enterprise training
50	Ikaheng Development Center (IDC) / Privest Technical Centre (PTC)	Mr. Lazarus Modise Mrs. Judy Mohlahledi (Training Provider)	Telex: (011) 414 5930 Tel: (011) 410 1340 E-mail: judym@privest.co.za	Gauteng	Urban	Skills development and employment training
51	Illitha Community Radio	Nompumelelo	Tel: (045) 932 1995 Cell: 083 963 7920	Eastern Cape	Rural	Youth community service, enterprise training, skills development and employment training, life skills training, career advice
52	Informal trade and Small Business Opportunities (ITSBO)	Ms. Sneli Ntsele	Tel: (031) 332 5671 Fax: (031) 332 6408 E-mail: ntselegps@durban.gov.za	KwaZulu Natal	Urban	Youth community service, enterprise training, skills development and employment training

53	Information and Educational Investments	Themba	Tel: (011) 333 1130 Fax: (011) 333 1130	Gauteng	Rural and Urban	Youth community service, enterprise training, skills development and employment training, life skills training, career advice
54	Information Technology Industry Training Board (ISETT SETA)	Errol Maherry Geogina Lefifi	Tel: (011) 805 5115 Fax: (011) 805 6833 E-mail: errol.maherry@isett.org.za Email: georgina.lefifi@isett.org.za	Gauteng	Rural and Urban	Information missing
55	Inroads / South Africa	Reneilwe Ramashia Nhlanhla Simelane	Tel: (011) 328 6082 Email: Inroads@worldonline.co.za P.O.Box 41294 Craighall,2024	Gauteng	Urban	Skills development and employment training
56	Institute of Training and Education for Capacity Building	Geraldine Nicol Nozizwe Ndingaye	Tel: (043) 743 8333 Fax: (043) 722 9263 E-mail: mail@teced.co.za E-mail: nozn@saynet.co.za	Eastern Cape	Rural and Urban	Enterprise training, skills development and employment training, career advice, life skills training
57	Interfaith Community Development Association	Louisa Thellane	Tel: (011) 339 3474	Gauteng	Urban	Youth community service, enterprise training, skills development and employment training, life skills training

58	International Political Society of South Africa	Marole Chebbe	Tel: 082 760 8271	Northern Province	Rural and Urban	Youth community service, skills development and employment training, career advice, life skills
59	Ipelegeng Youth Leadership Development Programme	Peter Mbuli, Sam Masango	Tel: (011) 982 7609 Fax: (011) 982 1080 Email: ipelcomp@netactive.co.za	Gauteng	Urban	Youth community service, enterprise training, skills development and employment training, career advice, life skills
60	Itekeng Rural Development Co-op Network	Mrs. Malehlohonolo Nkungu	Tel/Fax: (039) 737 4461	Eastern Cape	Rural	Enterprise training, enterprise loan and start-up grants, skills development and employment training, career advice, life skills
61	Itshimolleleng Community Development Organisation	Ms Dorcas Modisane Mr Mokoka	Cell: 082 638 1604 (Dorcas) Cell: 072 240 9088 (Mokoka)	Northern Province	Rural	Youth community service, skills development and employment training, career advice, life skills
62	Johannesburg Parent and Child Counselling Centre (JPCCC)	Jennie Williams	Tel: (011) 484 1734 Fax: (011) 643 2957 E-mail: jennie@jpccc.org.za	Gauteng	Rural and Urban	Youth community service, enterprise training, skills development and employment training, career advice, life skills

63	Johnson & Johnson	Michel Price	Tel: (043) 709 3206 Fax: (043) 745 2679 Email: Mprice@conza.inj.com P.O. Box 727 East London 5200	Eastern Cape	Urban	Youth community service
64	Joint Enrichment Project	N. Naidoo	Tel: (011) 834 6865 Fax: (011) 834 4955 Email: jep@wn.apc.org P.O. Box 62024, Marshalltown, 2107	Gauteng	Rural and Urban	Youth community service, skills development and employment training, career advice
65	Junior Achievement South Africa	Zanele Twala	Tel: (011) 643 4971 Fax: (011) 643 1710 E-mail: zanele@jasa.co.za	Gauteng	Rural and Urban	Youth community service, enterprise training, skills development and employment training, career advice
66	Kagiso Business Consultants	Kagiso Maupa Olga Maupa	Tel: (011) 838 9563 Fax: (011) 492 2900 Email: kbconsultants@yebo.co.za P.O. Box 61797, Marshalltown, 2107	Gauteng	Urban	Youth community service, enterprise training, enterprise loans and start-up grants, skills development and employment training, career advice
67	Kagiso Student Youth Centre	Sipho Nwetsheni Thabo Sebogodi Mamane Pilane	Tel: (011) 410 6093 Fax: (011) 410 6838 Email: ksyc@yebo.co.za Email: siphomn@yebo.co.za Email: sebog@yebo.co.za Email: mamane@yebo.co.za	Gauteng	Rural and Urban	Youth community service, enterprise training, skills development and employment training, career advice, life skills

68	Keletso Sports Agency	Joseph Maketela	Tel: 082 220 0195	North West	Rural and Urban	Youth community service
69	Keyboards Skills Development Project	Chris Mbileni Phumzile Khubeka	Tel: (011) 403 3353/4 Fax: (011) 339 7185	Gauteng	Urban	Skills development and employment training
70	Koinonia Community Centre (KCC)	Mr. Franklin Huizies	Tel: (021) 862 3705/8635 Fax: (021) 862 7317 Cell: 082 448 2428 Email: kcc.all@mweb.co.za Email: radiokc@global.co.za	Western Cape	Rural and Urban	Youth community service, enterprise training, enterprise loans and start-up grants, skills development and employment training, career advice, life skills
71	Kusile Training Trust	Mrs Dudu Maluka	Tel: (031) 305 8863 Fax: (031) 304 4713 KBT, 1st flr, 23 Lancers Road, Durban P.O. Box 181050, Dalbridge, 4014	KwaZulu Natal	Rural and Urban	Enterprise training, skills development and employment training
72	KwaMashu Community Advancement Projects of Positive Arts (KCAP)	Edmund Mhlongo Chris Majozi	Tel: (031) 309 6530 Fax: (031) 309 6563 Email: kcap@mweb.co.za D1244 Mkhambathi Road, Kwa-Mashu 4360	KwaZulu Natal	Rural and Urban	Youth community service, enterprise training, skills development and employment training, career advice, life skills
73	Lep's Consultancy and Training	Thomas Lephalletse Esther Matlanado	Tel: (053) 963 7072 Fax: (053) 963 8343 E-mail: leps@telkomsa.net	Northern Cape	Rural	Enterprise training, skills development and employment training, career advice, life skills

74	Lesedi la Sechaba	Fezeka Mkhize Vuyokazi Nkosana	Tel/Fax: (011) 492 3869 Cell: 082 8765331 Email: Lsechaba@freemail.absa.co.za 58 Marshall St, Business Place, 2nd flr, JHB 2000 P.O.Box 7907, JHB, 2001	Gauteng	Urban	Enterprise loans and start-up grants, skills development and employment training, career advice, life skills
75	Letsatsi Academy	Jacob Khonkhobe	Tel:(053) 832 4794 Fax: (053) 832 4797	Northern Cape	Rural	Enterprise training, skills development and employment training, career advice, life skills
76	Letsema Entrepreneurship Centre	Sello Kholumo	Tel: (056) 218 2313 Fax: (056) 218 2313	Kroonstad, Free State	Rural and Urban	Youth community service, enterprise training, career advice, life skills
77	LM Entertainment	E.B Langa	Tel: (013) 712 3109	Barberton, Mpumalanga	Rural and Urban	Youth community service
78	M5 Developments (Choice Training)	Tinie Oliver	Tel: 082 706 2413 Fax: (021) 975 9957 Email: choicets@mweb.co.za P.O.Box 382, Durbanville, 7550	Cape Town, Western Cape	Urban	Youth community service, enterprise loans and start-up grants, skills development and employment training
79	Madombizha Youth Sports, Arts and Culture	Joseph Malange	Tel: 083 336 7345	Louis Trichardt, Northern Province	Rural and Urban	Youth community service, enterprise training, skills development and employment training, career advice, life skills

80	Mag Training Centre	Yasmina Pandy	Tel (023) 461 4175 Fax: (023) 614 3477 Email: mag@lonab.co.za Sultana Crescent, Box 365 Montagu 6720	Montagu, Western Cape	Rural	Enterprise training
81	Mamelodi YMCA	S Kekana T Motau L Khumalo	Tel: (011) 342 6482	Mamelodi, Gauteng	No	Youth community service, career advice
82	Mangaung Community Development Centre	N Selemela C Twayi	Tel: (051) 435 2880 Fax: (051) 435 2889	Bloemfontein, Free State	Urban	Youth community service, enterprise training, skills development and employment training
83	Manufacture Design South Africa (Madesa)	Fairuz Mullagee	Tel:(021) 426 0555 Fax:(021) 426 0727 P.O.Box 1987 Cape Town 8000 Email: madesa@iafrica.com	Cape Town, Western Cape	Urban	Skills development and employment training
84	Maradadi Handicraft Development Corporation	Mrs Roselle Frasca-Burman	Tel: (021) 683 4386 Fax: (021) 671 2889 Email: roselle@maradadi.org.za P.O.Box 44285, Claremont, Cape Town, 7735	Cape Town, Western Cape	Rural and Urban	Enterprise training, skills development
85	Mavela Community Development Project	Sabelo Mbokazi	Tel: (031) 903 1792 Cell: 083 763 6357	Bishopsgate, KwaZulu Natal	Rural	Youth community service, skills Development and employment training, Career advice and Life skills training

86	Mbazwana Career Information Centre	Themba Mlambo	Telefax: (035) 571 0080 Cell: 072 173 2713	Mbazwana, KwaZulu Natal	Rural	Youth community services, career advice, life skills
87	Mdantsane Youth Academy	Athi Geleba	Tel: (043) 760 2305 Fax: (043) 761 4116 E-mail: athi@iafrica.com	Mdantsane, Eastern Cape	Urban	Youth community service, enterprise training, skills development and employment training, career advice, life skills
88	Mode	Gordon Freer Kobie Miestre Fozia Madhi	Tel: (011) 830 0231 Fax: (011) 839 3216 Email: Gordon@mode.org.za P.O.Box 1 Auckland Park 2001	Johannesburg, Gauteng	Rural and Urban	Enterprise training, enterprise loans and start-up grants, skills development and employment training, career advice, life skills
89	National Youth Commission (NYC)	Mr. Jabu Mbalula	Tel: (012) 325 3702 Fax: (012) 324 4759 17 th flr Poynton Bldg, 124 Church Str, Pretoria, 0001	Pretoria, Gauteng	Rural and Urban	Youth community service, enterprise training, skills development and employment training, career advice, life skills
90	Ndlandlamuka Local Project	Mr Daniel Mashimbye Mr Chauke	Tel: (015) 8124342 Cell: 0839776450 Cell: 083 340 8986 P.O.Box 5866, Giyani, 0862	Giyani, Northern Province	Rural	Enterprise training, skills development and employment training, career advice, life skills
91	Ndulinde Youth Organisation	Roman Mnqayi	Tel: (031) 909 1510 Fax: (031) 3004312	Nyoni, KwaZulu Natal	Rural	Youth community service, enterprise training, career advice, life skills
92	Nobuhle Project and De Aar Training Centre	Mrs R Marais Mrs E Mrolla	Tel: (053) 631 1467 P.O. Box 235 De Aar 7000	De Aar, Northern Cape	Rural	Skills development and employment training

93	Northern Province Development Corporation (NPDC)	Mr. Moses Madula	Tel: (015) 633 5660 E-mail: madulam@npdcho.co.za P.O. Box 760 Lebowakgomo 0737	Lebowakgomo, Northern Province	Rural	Enterprise loans and start-up grants
94	Northern Province Youth Commission (NPYC)	Mr. Paul Mainganye Ms. Phuti Mabelebele	Tel: (015) 291 3671/8/9 Fax: (015) 291 1156 Email: Mainganyep@premiernorprov.gov.za mabelebelep@norprov.gov.za	Pietersburg, Northern Province	Rural and Urban	Youth community service, skills Development and employment training, Career advice and Life skills training
95	Northern Training Trust	HK Rachidi	Tel: (015) 303 0060/1 Fax: (015) 303 0055 Email: nttnkowa@mweb.co.za P/Bag x 4047 Tzaneen 0850	Tzaneen, Northern Province	Rural and Urban	Youth community service, enterprise training, skills development and employment training. Life skills
96	Northern's Cricket Union	Wally Nel	Tel: (011) 663 1055 Fax: 012 6633329	Centurion, Gauteng	Yes	Youth community service
97	Ntsika Enterprise Promotion Agency	Mr. Fana Moraka	Tel: (012) 483 2000 Email: fmoraka@nepa.org.za	Pretoria, Gauteng	Rural and Urban	Enterprise training, skills development and employment training
98	Palaborwa Foundation Business Advice Centre	Calvin Mashakeng Elijah Mantsena Louis Diedericks	Tel: (015) 781 0570 Cell: 083 4663343 Tel: (015) 769 4043/ 781 0570 Email: Pblc@asinet.co.za P.O.Box 1263, Phalaborwa 1390	Phalaborwa, Northern Province	Rural	Youth community service, enterprise training, skills development and employment training, career advice

99	People's Training and Development Centre	Mr K.S. Mathebula	Tel/Fax: (031) 332 9916 Email: Ptdc@mweb.co.za P.O. Box 49409, East End, Durban, KwaZulu Natal 4000	Durban, KwaZulu Natal	Rural and Urban	Enterprise training, skills development and employment training, life skills training
100	Pitseng Trust "women's fund"	Ntshabo Josephine Ramphomane	Tel / fax: (011) 403 3192 Email address: pitseng@sn.apc.org P.O.Box 32137 Braamfontein 2017	Johannesburg, Gauteng	Urban	Enterprise loans and start-up grants
101	Regional Training Trust (RTT)	N.D. Moropane C. L. Cronje M.G. Xaba	Cell: 083 630 8891(Moropane) Cell: 083 282 8892(Conje) Cell: 083 633 4834 (Xaba) Tel: (013) 699 0623 Fax: (011) 699 9166	Witbank, Mpumalanga	Urban and Rural	Youth community service, enterprise training, skills development and employment training, Life skills training
102	Responsible Action & Leadership Initiative (RALI)	Ms. Liz Calvert (Director)	Tel: (021) 696 3808 Fax: (021) 696 3802 E-mail: lizcalvert@raliyouth.org.za	Cape Town, Western Cape	Rural and Urban	Youth community service, enterprise training, life skills training
103	Rural Development and Job Creation Consultants	Zukiswa Poswa Nokuthula Mdladla	Tel: (033) 345 3829	Pietermaritzburg, KwaZulu Natal	Rural and Urban	Youth community service, enterprise training, skills development and employment training, career advice
104	Rutec (Pty) LTD	Rosina Ramokoka	Tel: (011) 832 1036 Email: Rosina@rutec.co.za P.O. Box 32011 Braamfontein 2017	Johannesburg, Gauteng	Rural and Urban	Enterprise training, skills development and employment training, career advice

105	SA National Hairdressing Association	Masakane Ndamase Sylvia Pule	Tel: (011) 830 0071	Johannesburg, Gauteng	Urban	Enterprise training, skills development and employment training
106	Shell (SA)	Mr Linda Ntombela	Tel: (031) 5711 ext 003 Email: Lntombela@shell.co.za P.O.Box 437, Hyper by the Sea, Durban 4053	Durban, KwaZulu Natal	Urban	Enterprise training
107	Sibikwa Community Theatre Project	Smal Ndaba Phyllis Klog	Tel: (011) 422 4359 Fax: (011) 421 2346 E-mail: sibikwa@iafrica.com	Johannesburg, Gauteng	Rural and Urban	Youth community service, skills development and employment training, and life skills training
108	Siphumelele Training Centre (STC)	Lulama Mahobe	Tel: (043) 726 7349 Cell: 082 359 1417	East London, Eastern Cape	Rural and Urban	Skills development and employment training, life skills training
109	Siyabona Education Trust	Vernon Naidoo Bob Pretorius	Tel: (041) 484 3999 Tel: (041) 502 3041 Fax: (041) 484 6120 Email: siyabona@mweb.co.za	Port Elizabeth, Eastern cape	Urban	Information missing
110	Siyakha Community Support Centre (SCSC)	Ms. Nandipa Dlova	Cell: 082 501 3193 Fax: (043) 743 2732	Mdantsane, Eastern Cape	Rural and Urban	Enterprise training, skills development and employment training, life skills training, career advice
111	Skills for Africa	Johan Potgieter	Tel/Fax: (012) 379 4920 Cell: 082 770 4262 Email: sfqup@mweb.co.za P.O.Box 23914, Gezina, 0031	Gezina, Gauteng	Rural	Skills development and employment training, life skills training

112	Small Enterprise Foundation (SEF)	Mr. John de Wit	Tel: (015) 307 5837 Fax: (015) 307 2977 E-mail: sef@pitie.co.za	Tzaneen, Northern Province	Rural and Urban	Enterprise loans and start-up grants
113	South African Sugar Association Industrial Training Centre	F Press	Tel. (031) 539 5305 Email: fredpre@sasa.org.za P.O. Box 23 Mt Edgecombe 4300	Mt Edgecombe, KwaZulu Natal	Urban	Skills development and employment training
114	South African Youth Council - KZN	Sizwe Shezi, T. Mnguni	Tel: (031) 309 5357 Fax: (031) 309 4693 E-mail: m.youthcouncil@freemail.absa.co.za	Durban, KwaZulu Natal	Rural and Urban	Youth community service, life skills training
115	Stutterheim Business Advice Centre	Mzimasi Dyantyi Louis Klein Luleka Matyana	Tel: (043) 683 2024 Fax: (043) 683 2245 E-mail: sdf@sdf.za.net	Stutterheim, Eastern Cape	Rural	Youth community service, enterprise training, skills development and employment training, career advice, life skills
116	Technology Enterprise Centre	Mathew Joykutty	Tel: (047) 401 2000	Butterworth, Eastern Cape	Rural and Urban	Youth community service, enterprise training, enterprise loans and start-up grants, skills development and employment training, career advice, life skills

117	The Business Place	Jocelyn Smith (Information Manager)	Tel:(011) 836 9000 Fax:(011) 836 9014	Johannesburg, Gauteng	Urban	Youth community service, enterprise training, enterprise loans and start-up grants, skills development and employment training, career advice, life skills
118	The Durban African Art Centre	Anthea Martin	Telefax: (031) 304 7915 Email: afriart1@iafrica.com P.O. Box 803 Durban 4000	Durban, KwaZulu Natal	Urban	Skills development and employment training
119	The Maritzburg Careers Resource Centre	Nothemba Ndwandwe	Tel: (033) 394 5426 Fax: Crc2@futurenet.co.za P.O.Box 11008, Dorpspruit 3206	Pietermaritzburg, KwaZulu Natal	Rural and Urban	Youth community service, enterprise training, enterprise loans and start-up grants, skills development and employment training, career advice, life skills
120	The Nation's Trust	Ashley du Plooy Helen le Roux	Tel:(011) 403 0755 Fax:(011) 403 0754 Email: ashleydp@icon.co.za Email: jhbtnt1@worldonline.co.za P.O.Box 30716 Braamfontein 2017	Johannesburg, Gauteng	Urban	Enterprise loans and start-up grants, career advice
121	The Nation's Trust Micro Credit Provision Programme	Ashley du Plooy Helen le Roux	Tel: 011) 403 0755 Fax: 011) 403 0754 Email: ashleydp@icon.co.za Email: jhbtnt1@worldonline.co.za PO Box 30716 Braamfontein 2017	Johannesburg, Gauteng	Urban	Enterprise loans and start-up grants, career advice

122	The President Awards for Empowerment Trust	Craig Andrew	Tel: (046) 622 7273 (office hours) Tel: (046) 622 5416 (after hours)	Grahamstown, Eastern Cape	Urban	Youth community service, enterprise training, skills development and employment training, Life skills training
123	The Training and Development Foundation	Debbie Foster	Tel:(011) 366 1941/1095 Email: tdevf@mweb.co.za	Benoni, Gauteng	Rural and Urban	Youth community service, enterprise training, skills development and employment training, Life skills training
124	The Young Entrepreneur Foundation	Stan Mohapi Roslyn Pitse	Cell: 072 215 4324 (Stan) Fax:(011) 884 1135 Telefax: (011) 339 1135 (Roslyn) Email: fmf@mweb.co.za P.O.Box 785121, Sandton 2146	Johannesburg, Gauteng	Rural and Urban	Enterprise training, career advice
125	Thulamashe Youth Club	Dlamini Mishack	Tel: (013) 773 1630	Thulamashe, Northern Province	Rural and Urban	Youth community service, skills development and employment training, career advice and life skills training
126	Tlhavhama Training Initiative	Kori Lelaka	Tel: (015) 291 3312 Fax: (015) 291 3323 Email: tlhavham@mweb.co.za P.O. Box 4603 Pietersburg 0700	Pietersburg, Northern Province	Rural and Urban	Youth community service and life skills training

127	Trade and Investment KZN Economic Council	Isaac Mkhize	Tel: (031) 261 8181 Fax: (031) 261 8185 E-mail: kznec@kznec.org.za P.O.Box 30886 Mayville 4058	Durban, KwaZulu Natal	Rural and Urban	Enterprise loans and start-up grants
128	Triple Trust Organisation	Mr Phumlani Bukashe	Tel: (021) 689 6000 Fax: (021) 689 6003 Email: phumlani@tto.org.za P.O.Box 13227 Mowbray, Cape Town 7705	Cape Town, Western Cape	Rural and Urban	Enterprise training
129	Tshedimsetso Advice And Development Centre	Gladys Makena	Tel: (053) 497 3925 Fax: (053) 497 3165	Warrenton, Northern Cape	Rural and Urban	Youth community service, career advice, life skills training
130	Ukhanyiso Training Centre	Beauty Mthembu Makhosi Buthelezi Sindy Mthemby	Tel: 083 4933543 Tel: (035) 796 3353 Cell: 083 3429624 P.O.Box 479 Esikhawini	Empangeni, KwaZulu Natal	Rural	Enterprise training, enterprise loans and start-up grants
131	Umthathi Training Project	Irene Walker Niall Bonland	Tel:(046) 622 4450 Fax:(046) 622 6350 Email: umthathi@eastcape.net	Grahamstown, Eastern Cape	Urban	Youth community service, enterprise training, skills development and employment training, Life skills training

132	Unique Training Solutions	Mr J Scott Mr B Lovatsha Mr J Phuthi Mr F Totolo Mr J Terblanche	Tel: (051) 432 4744 Tel: (053) 841 0182 Tel: (051) 432 4744 Tel: (057) 355 2639 Tel: (058) 303 4627 Fax: (053) 841 0092 Email: bloemfontein@uts.co.za	Bloemfontein, Free State	Urban	Skills development and employment training
133	Wentworth Help Our Children	Karl Linderboom Veronica Wagner Mac Harris	Telefax: (031) 461 3264 Cell: 082 812 9147 6 Lola Place 4052 Austerville	Wentworth, KwaZulu Natal:	Urban	Youth community service, skills Development and employment training, Career advice and Life skills training
134	Youth Action South Africa (Visions in Action USA)	Michael Schoenke	Tel: 011 648 4176; Telefax: 011 648 4180 Email: youthworks@icon.co.za 38 Raleigh Street, Times Square #104, Yeoville 2198	Johannesburg, Gauteng	Urban	Youth community service, enterprise training, skills development and employment training, career advice, life skills training
135	Youth Development Network	Clayton Peters Leonora Sefoor	Tel: (011) 836 2172	Johannesburg, Gauteng	Rural and Urban	Enterprise loans, skills development and employment training, life skills training
136	Youth Development Trust (YDT)	Mr. Ntutule Tshenye (CEO)	Tel: (011) 784 1660 Email: ntutule@ydt.co.za	Johannesburg, Gauteng	Rural and Urban	Youth community service, enterprise training, skills development and employment training, Life skills training

137	Youth Empowerment Network	David Liknaitzky	Tel: (011) 447 8752 Fax: (011) 788 3005 E-mail: impag@pixie.co.za P.O.Box 1123, Parklands, 2121	Johannesburg, Gauteng	Urban	Enterprise training, career advice, life skills training
138	Youth For Work	Anele Mbi Monwabisi Ntaka	Tel: (021) 685 1565 Fax: (021) 685 1645	Cape Town, Western cape	Rural and Urban	Youth community service, life skills training
139	Zama Zama Training Centre	Nomabaso Sibaca	Tel: (039) 727 1220 Cell: 083 6925762 P.O.Box 1652, Kokstad, 4700	Kokstad, KwaZulu Natal	Rural and Urban	Skills development and employment training, life skills training
140	Zerilda Brick and Block	Raymond Engelbracht	Tel: (021) 701 9824 Fax: (021) 701 9724	Cape Town, Western Cape	Rural	Youth Community Service, Skills Development and employment training, Life skills training
141	Zihlomiseni Community Development Centre	Mkhosini Budulwayo Mr Zwane Mr Tshabalala Mr Mchunu	Tel: (017) 712 4191 Fax: (017) 719 1051	Standerton, Mpumalanga	Urban	Youth Community Service, Enterprise training, Skills Development and employment training, Youth advice, Life skills training
142	Ziphilele Youth Projects	Mr. Shu-aib Salie	Tel/Fax: (021) 448 6761 Email: ziphilel@sn.apc.org P.O.Box 24013, Claremont, 7735	Cape Town, Western Cape	Rural	Enterprise training, Skills development and employment training, life skills training

143	Zululand Chamber of Business Foundation	Vanessa Dean	Tel: (035) 797 3133 Fax: (035) 797 3134 Email: vanessa.dean@zcbf.org.za P.O.Box 1748, Richards Bay, 3900	Richards Bay, KwaZulu Natal	Rural and Urban	Youth community service, enterprise training, enterprise loans and start-up grants, skills development and employment training, career advice, life skills
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ORGANISATIONS THAT WERE CONTACTED BUT DID NOT RESPOND

	ORGANISATIONS	CONTACT PERSON	PHYSICAL ADDRESS	CONTACT DETAILS	PROVINCE	FOCUS AREA
1	Amakhaya Training	Retha Nel	Tygerberg College, Cape Town	Tel: (021) 558 1050 Fax: (021) 558 1120	Cape Town, Western Cape	Domestic work; Educare
2	Black Achievers		PO Box 593 Orlando 1804	Tel: (011) 935 6119 Fax: (011) 935 6119	Soweto, Gauteng	
3	Career Resource Centre	Nomathemba Ndwandwe	PO Box 11008 Dorpspruit, 3206	Tel / Fax: (033) 394 5416	Pietermaritzburg, KwaZulu Natal	
4	Centre for Community Development	Thomas Phoshoko		Tel: (015) 952 2113	Northern Province	
5	Clothing Industry Training Board	Alan van der Byl	PO Box 41303 Rosburgh 4072	Tel: (031) 465 1818; Fax: (031) 465 9705	Pinetown, Kwazulu Natal	Information processing and secretarial course for people with disabilities.
6	Coaching Training and Dev.	Mr Stander	PO Box 100165 Moreletta Park Pretoria 0167	Tel: (012) 460 9109; Fax: (012) 460 8370	Kokstad, Gauteng	Garment making, design, business skills and poultry.
7	Diatla Community Builders	Kok JS (Mr)	PO Box 10120 Beaconsfield 8315	Tel: (053) 832 4729/30 Fax: (053) 832 4729	Kimberley, Northern Cape	Leatherwork, business skills, computer training and manufacturing rescue bags.
8	Disabled People for S Africa	Thandiwe, Auna Mfulo (Ms)	Private Bag x 5033 Kimberly 8301	Tel: (053) 832 8474 Fax: (053) 831 6436	Barkley West, Northern Cape	Domestic business management and screen painting.
9	Edutech Training	Hook DL (Mr)	PO Box 1758 Pinetown 3600	Tel: (031) 304 8287; Fax: (031) 304 8296	Richards Bay, Kwazulu Natal	Engineering skills, welding, fitting, business skills, management courses
10	Freda's Hair Salon and	Motshabi F (Mrs)	16 Phakadi street	Tel: (053) 832 1712	De Aar, Northern	Plumbing.

	Training Centre		Galeshewe 8345		Cape	
11	Hillbrow Recreation Centre	Sharon	Cnr King George and Pretoria Str.	Tel: (011) 643 5214	Gauteng	Will be expanding to offer life skills and training to youth
12	Ikamva Development Training Project	Mzwelisi		Tel: (045) 838 5483	Eastern Cape	
13	Iketletseng Organisation for the disabled	Mittah Medupe	PO Box 132 Thaba Nchu 9780	Tel: (051) 432 5231 Fax: (051) 875 1812	Thaba Nchu, Free State	Youth development
14	Institute for Youth and Community Development	Stephen Randall	3 Elton Street Southernwood East London, 5213	Tel: (043) 722 9950 Fax: (043) 742 2864	East London, Eastern Cape	
15	Itekeng Rural Dev Cooperation	Nkungu ME (Ms)	PO Box 1805 Matatiele 4730	Tel / Fax: (039) 737 4461	Lamontville, Kwazulu Natal	Basic business skills and manufacturing of schoolwear.
16	Itireleng	Mokagane MK (Ms)	PO Box 166 Mashashane 0743	Tel: (082) 697 9247	KwaZulu Natal	
17	Itumeleng Youth Club	Harold Mothomoni	PO Box 60308 Seshego 0742	Tel: (015) 223 0406	Seshego, Northern Province	
18	Joubert Park Neighbourhood Centre	Makholsa		Tel: (011) 720 5161	Gauteng	
19	Khupuka Education and Training Trust	Laura Washington	90 Leicester Road Mobeni, Durban	Tel: (031) 462 6012 Fax: (031) 469 0305	Durban, KwaZulu Natal	
20	Lithlethu Training Centre	Nodoli Hilda July	27 President Swart Drive King Williams Town 5600	Tel: (083) 750 8245	De Aar, Northern Cape	Quilting, manufacturing clothes, textile hand painting and decorating art.
21	Lukhanyo Training Centre	Vivienne Jozana	18 Walmer Road East London	Tel: (082) 639 0795 Fax: (043) 743 0290	East London, Eastern Cape	Business skills and curtain making.
22	Maputoland Dev & Info Centre	Tembe M	PO Box 325 Kwanganase 3973	Tel: (035) 592 0125; Fax: (035) 592 0181	Kwazulu Natal	Capacity building and business start up programme.
23	Northern Province Youth Development Organisation	Kenneth Thlaka	PO Box 480 Seshego 0742	Tel: (015) 295 4970 Fax: (015) 295 4971	Northern Province Seshego	

24	Pauer Opleidingsentrum	Mapari Albert Marty Pauer	PO Box 11 Waterpoort 0905	Tel / (015) 575 1442	Acornhoek, Northern Province	Woodwork skills, business skills, manufacturing of school wear and curtain making, upholstery, agricultural skills.
25	PC Training & Business College	Mr Kay Naidoo	Private Bag x23 Umhlanga 4320	Tel: (031) 304 9340; Fax: (031) 301 0335	Edendale, Kwazulu Natal	Self-employment development and flower arranging.
26	Quadrant Training Centre	Renaud KS	PO Box 811 Linhills 3652	Tel / Fax: (031) 776 32 29	Ndwendwe, Kwazulu Natal	Business skills, poultry and vegetable propagation.
27	Resource Action Group (RAG)	Rodney Zeeberg	Pretoria	Tel: (021) 637 0338	Gauteng	Skills training: computer skills and life skills
28	Sakhisizwe Trust	Thembile Xipu		Tel: (011) 836 7562	Johannesburg, Gauteng	Business skills
29	Sebenzuthile Trust	Nomusa Zondi	29 Servern Drive Westville 3630	Tel: (031) 266 4601	Kwangwanase, Kwazulu Natal	Basic business skills, bookkeeping, co-ops: women and youth).
30	Sibanye Training Centree	Zoleka Patience Jonas	2613 NO 1 Mdantsane East London 5219	Tel: (083) 521 3803	King Williams Town, Eastern Cape	Business skills, and manufacturing clothes.
31	Siyakha Skills Centre	Xolani Ncame (Mr)	11 Ebden street Queenstown.	Tel:(045) 838 1398 Fax: (045) 838 1398	King Williams Town, Eastern Cape	Garment making.
32	Skills Development Centre	Williams ACM (Mev)	PO Box 658 Ellsras 0555	Tel: (012) 342 5066 Fax: (014) 763 9403	Louis Trichard, Northern Province	Business skills, manufacturing of schoolwear and curtauin making.
33	The Sky-Kliptown Youth Program	Bob		Tel: 082-950-3340	Soweto, Gauteng	
34	School Leavers Opportunity Training (SLOT)	Mr David Lunderstedt	PO Box 159, 3280 Nottingham Road	Tel: (033) 263 6254 Fax: (033) 263 6584	Pietermaritzburg, KwaZulu Natal	Career guidance, education, entrepreneurship, poverty relief, youth
35	South African Graduates Development Association)	Ann Mokhine	P.O. Box 61453 Marshalltown 2107	Tel: (011) 838 2526	Johannesburg, Gauteng	

36	Streetwise	Liebe Kellen	47 Terrace Road Bertrams 2094	Tel: (011) 481 5138	Gauteng	
37	Successful Christian Training Centre	Schalkwyk A (Mej)	PO Box 1250 Louis Trichardt 0920	Tel: (015) 516 1617 Fax: (015) 516 2698	Waterpoort, Northern Province	Business skills and re- upholstering furniture and car seats.
38	Super Eagles	Peter		Tel: (082) 669 3289		
39	Thusanang Training Centre	Badenhorst SE (Mrs)	PO Box 144 Bothaville 9660	Tel: (056) 515 3062; Fax: (056) 515 2821	Bethlehem, Free State	Capacity building, fencing, business skills, etc.
Mt	Training Academy for Disabled	John Coleridge	PO Box 10600 Ashwood 3605	Tel: (031) 701 6775; Fax: (031) 701 6880	Mt Edgecombe, KwaZulu Natal	Plastering, paving, bricklaying, carpentry, plumbing and building maintenance.
41	Transew Enterprises	Nosipho S Matebese (Miss)	12 King Edward Road Umtata 5100	Tel: (083) 399 4875 Fax: (047) 531 4925	East London, Eastern Cape	Business skills, cultivation caring for pigs, fertilisation and irrigation.
42	Umtiza Community Dev Centre	Madliwa NL (Miss)	Umtiza Comm Dev Centre East London 5208. PO Box 5498, Greenfields	Tel: (083) 597 6798	East London, Eastern Cape	Pattern making, design and manufacturing of schoolwear.
43	Unique Training Solutions	Lovatsha B (Mr)	Private Bag x 5048 Kimberly 8300	Tel: (053) 841 0182 Fax: (053) 841 0092	Kimberley, Northern Cape	Hairdressing.
44	Vernomar Training Centre	Vera Mehlo	30 Ukhozi Crescent East London	Tel: (072) 173 9960	East London, Eastern Cape	Business skills and manufacturing clothes.
45	Welkom Development Centre	Konyongo TS (Mr)	PO Box 158 Welkom 9460	Tel: (057) 396 4772 Fax: (057) 396 1608	Bethlehem, Free State	House building and employment skills.
46	Work to Win		PO Box 651321 Benmore 2010	Tel: (011) 334 8253 Fax: (011) 334 8252	Gauteng	
47	Yorkor Training Centre	Mzimba Virginia Willie Oeschger	PO Box 2560 Acornhoek 1360	Tel: (013) 795 0524 Fax: (013) 751 2311 Cell: 082 227 1808		
48	Youth Action South Africa	Mike Schoenke	38 Raleigh Street, Time Square #104, Yeoville	Tel: (072) 224 3695	Gauteng	

			2198			
49	Youth Connection Organisation	Mumsy Lavisa	P.O.Box 2545, Springs, 1560	Tel/Fax: (011) 735 2342 Cell: 083 340 3031	Springs, Gauteng	Leadership skills, enterprise training
50	Youth Development Forum			Tel: (083) 372 7988		
51	Youth Outreach Association	Bill Price	PO Box 26078 1462 Boksburg	Tel:011 918 2464 Fax:011 894 3465	Boksburg, Gauteng	Career guidance, entrepreneurship